

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE		PAGE 1 OF 2		
2. AMENDMENT/MODIFICATION NO. PS50		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO. 21434095		5. PROJECT NO. (If applicable)	
6. ISSUED BY GSA/FEDSIM Acquisition (QF0BE) 1800 F Street, NW, 3100 Washington, DC 20405 Contract Specialist Name: Anna E Von Reyn Contract Specialist Phone: 720-214-6736		CODE 47QFCA		7. ADMINISTERED BY (If other than item 6)		CODE	
8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and ZIP Code) BOOZ ALLEN HAMILTON INC. 8283 GREENSBORO DR MCLEAN, VA, 22102-3830 Phone: (888) 224-7041 Fax: (703) 902-3200				(X)		9A. AMENDMENT OF SOLICITATION NO.	
				X		9B. DATED (SEE ITEM 11)	
						10A. MODIFICATION OF CONTRACT/ORDER NO. GS00Q14OADU108 / GSQ0015AJ0047	
						10B. DATED (SEE ITEM 13) 09/23/2015	
CODE		FACILITY CODE					
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended, <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing items 8 and 15, and returning ____ copies of the amendment; (b) By acknowledge receipt of this amendment on each of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment your desire to change an offer already submitted, such change may be made by telegram or letter provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and data specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required) 285F.Q00FB000.AA10.25.AF151.H08 Total Amount of MOD: \$12,376,030.40							
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
		A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.					
		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).					
X		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: FAR 43.103(a) Bilateral and FAR 52.232-22 Limitation of Funds					
		D. OTHER (Specify type of modification and authority)					
E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input checked="" type="checkbox"/> is required to sign this document and return ____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.) See attached SF30 continuation pages.							
Except as provided herein, all terms and conditions of the document referenced in item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print) Joseph G. Dodd Jr, Vice President				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Derrick L. White			
15 <div style="background-color: black; color: red; font-size: 2em; padding: 10px; display: inline-block;">(b) (6)</div>		15C. DATE SIGNED 5/7/2019		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
				(Signature of Contracting Officer)			

					PAGES		
Line Item Summary							
ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	Rev. Ext. Price (F)	Prev. Ext. Price (G)	Amount Of Change (H)
0001	Labor (Tasks 1, 2, 3, 6)	(b) (4)					
0002	Labor (Task 4)						
0003	Labor (Tasks 7, 8, 9)						
0004	Labor (Tasks 10, 11, 12)						
0005	Surge Support						
0006	Long-Distance Travel including Indirect Handling Rate of (b) (4)						
0007	ODCs including Indirect Handling Rate of (b) (4)						
0008	Contract Access Fee						
1001	LABOR (Tasks 1,2,3,6,7,8,9,10,11,12)						
1005	Labor (Task 13)						
1006	TRAVEL						
1007	ODCs						
1008	CAF						
2001	Labor (Tasks 1,2,3,6,7,8,9,10, 11, 12) - OY2						
2005	Labor (Task 13) - OY2						
2006	Travel - OY2						
2007	ODC's - OY2						
2008	CAF - OY2						
3001	Labor (Tasks 1,2,3,6,7,8,9,10, 11, 12) - OY3						
3005	Labor (Task 13) - OY3						
3006	Travel - OY3						
3007	ODC's - OY3						
3008	CAF - OY3						
TOTALS:							

Purpose of Modification

1. Administrative modifications
2. Obligate FY19 incremental funding to CLINs 3001, 3005, 3006, 3007, and 3008
3. Reallocate funding from CLIN 3001 to CLINs 3005, 3006, and 3007

Modification Summary

1. Administrative modifications to the Task Order:

- a. The Cover Page is revised to reflect Modification Number PS50
- b. All pages are revised to reflect Modification Number PS50
- c. B.5.1 Incremental Funding Limitation of Government's Obligation is modified as follows:
Incremental funding in the amount of [REDACTED] for CLINs 0001-0008; 1001, 1005-1008; 2001, 2005-2008; and 3001, 3005-3008 is currently allotted and available for payment by the Government.

2. Obligate FY19 incremental funding to CLINs 3001, 3005, 3006, 3007, and 3008.

SF30 Page 2 (Funding Chart) and J.1, Attachment D (Incremental Funding Chart for CPAF), Tab PS50, CLINs 3001, 3005, 3006, 3007, and 3008 are modified as follows to add incremental funding:

- a. Increase CLIN 3001 by (b) (4) from (b) (4) to (b) (4)
- b. Increase CLIN 3005 by (b) (4) from (b) (4) to (b) (4)
- c. Increase CLIN 3006 by (b) (4) from (b) (4) to (b) (4)
- d. Increase CLIN 3007 by (b) (4) from (b) (4) to (b) (4)
- e. Increase CLIN 3008 by (b) (4) from (b) (4) to (b) (4)
- f. *Summary:* OY3 funding is increased by (b) (4) from (b) (4) to (b) (4)

3. Reallocate funding from CLIN 3001 to CLINs 3005, 3006, and 3007.

SF30 Page 2 (Funding Chart) and J.1 Attachment D (Incremental Funding Chart for CPAF), Tab PS50, CLINs 3001, 3005, 3006, and 3007 are modified as follows:

- a. Decrease CLIN 3001 by (b) (4) from (b) (4) to (b) (4)
- b. Increase CLIN 3005 by (b) (4) from (b) (4) to (b) (4)
- c. Increase CLIN 3006 by (b) (4) from (b) (4) to (b) (4)
- d. Increase CLIN 3007 by (b) (4) from (b) (4) to (b) (4)
- e. *Summary:* OY3 net-zero dollar funding reallocation.

Changes have been reflected in the revised Task Order and Incremental Funding Chart for CPAF. Changes in the Task Order are indicated by a vertical, black change bar along the right hand margin. Except as noted herein, all other terms and conditions of this contract shall remain in full force and effect.

Task Order Number: GSQ0015AJ0047

OASIS Contract Number: GS00Q14OADU108

Modification PS50

SUMMARY OF COST IMPACT OF ABOVE CHANGES

- The total Task Order funding is increased by (b) (4) from (b) (4) to (b) (4)
- The total estimated cost/price of the Task Order remains unchanged at and shall not exceed \$1,105,385,937.14.

TASK ORDER (TO)

GSQ0015AJ0047

Global Threat Mitigation Program (GTMP)

in support of:

U.S. Army Forces Command (FORSCOM) and the following operational and strategic partners:

**Army National Guard (ARNG)
U.S. Army Pacific (USARPAC)
U.S. Army Europe (USAREUR)
U.S. Army Special Operations Command (USASOC)
U.S. European Command (USEUCOM)
U.S. Africa Command (USAFRICOM)**

Issued to:

**Booz Allen Hamilton (BAH)
8283 Greensboro Drive
McLean, VA 22102
DUNS: 006928857**

Issued by:

**The Federal Systems Integration and Management Center (FEDSIM)
1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405**

**Awarded: September 23, 2015
Project Start: September 23, 2015
Modification PS50**

FEDSIM Project Number 15005ARM

B.1 BACKGROUND

The work shall be performed in accordance with all Sections of this TO and the contractor's Basic OASIS Pool 1 MA IDIQ Contract, under which the resulting TO will be placed. An acronym listing to support this Task Order Request (TOR) is included in **Section J, Attachment B**.

B.1.1 CONTRACT ACCESS FEE

The General Services Administration's (GSA) operating costs associated with the management and administration of the OASIS contract are recovered through a Contract Access Fee (CAF). The amount of CAF is (b) (4) of the total price/cost of contractor performance. The Government will obligate funding to the CAF Contract Line Item Numbers (CLINs), and the contractor shall use the CAF CLINs to collect these fees in accordance with the OASIS contract.

B.2 TASK ORDER PRICING

The contractor shall perform the effort required by this TO on a:

- Cost-Plus-Award-Fee (CPAF) basis for:
 - CLINs 0001, 1001, 2001, 3001, and 4001
 - CLINs 0002, 1002, and 4002
 - CLINs 0003
 - CLINs 0004
 - CLINs 0005, 1005, 2005, 3005, and 4005
- Not-to-Exceed (NTE) basis for:
 - CLINs 0006, 1006, 2006, 3006, and 4006
 - CLINs 0007, 1007, 2007, 3007, and 4007
 - CLINs 0008, 1008, 2008, 3008, and 4008

Long-distance travel is defined as travel over 50 miles from the contractor's duty station and/or assigned place of performance. Local travel will not be reimbursed.

The following abbreviations are used in this price schedule:

CLIN	Contract Line Item Number
CPAF	Cost-Plus-Award-Fee
NTE	Not-to-Exceed
ODC	Other Direct Cost

SECTION B – SUPPLIES OR SERVICES AND PRICES/COSTS

B.2.1 BASE PERIOD:

MANDATORY CPAF LABOR CLINs

CLIN	Description	Cost	Award Fee (b) (4)	Total Cost Plus Award Fee
0001	Labor (Task 1, Task 2, Task 3, and Task 6)	(b) (4)	(4)	
0002	Labor (Task 4)			
0003	Labor (Task 7, Task 8, and Task 9)			
0004	Labor (Task 10, Task 11, and Task 12)			

OPTIONAL CPAF LABOR CLIN

CLIN	Description	Cost	Award Fee (b) (4)	Total Cost Plus Award Fee
0005	Labor (Task 13)	(b) (4)	(b) (4)	(b) (4)

COST REIMBURSEMENT TRAVEL and ODCs CLINs

CLIN	Description		Total Ceiling Price
0006	Long-Distance Travel Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
0007	ODCs Including Indirect Handling Rate (b) (4)	NTE	(b) (4)

CONTRACT ACCESS FEE

CLIN	Description		Total Ceiling Price
0008	Contract Access Fee	NTE	(b) (4)

TOTAL MANDATORY BASE PERIOD CLINs (0001 – 0004, 0006 – 0008): \$ 88,340,933.00

TOTAL OPTIONAL BASE PERIOD CLIN (0005): \$ 6,088,708.00

TOTAL BASE PERIOD CEILING: \$ 94,429,641.00

SECTION B – SUPPLIES OR SERVICES AND PRICES/COSTS

B.2.2 OPTION PERIOD ONE:

MANDATORY CPAF LABOR CLINs

CLIN	Description	Cost	Award Fee (b) (4)	Total Cost Plus Award Fee
1001	Labor (Tasks 1-3 and Tasks 6-12)	(b) (4)	(b) (4)	(b) (4)
1002	Labor (Task 4)	(b) (4)	(b) (4)	(b) (4)
1003	REMOVED	REMOVED	REMOVED	REMOVED
1004	REMOVED	REMOVED	REMOVED	REMOVED

OPTIONAL CPAF LABOR CLIN

CLIN	Description	Cost	Award Fee (b) (4)	Total Cost Plus Award Fee
1005	Labor (Task 13)	(b) (4)	(b) (4)	(b) (4)

COST REIMBURSEMENT TRAVEL and ODCs CLINs

CLIN	Description		Total Ceiling Price
1006	Long-Distance Travel Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
1007	ODCs Including Indirect Handling Rate (b) (4)	NTE	(b) (4)

CONTRACT ACCESS FEE

CLIN	Description		Total Ceiling Price
1008	Contract Access Fee	NTE	(b) (4)

TOTAL MANDATORY OPTION PERIOD ONE CLINs (1001 and 1006 – 1008):

\$ 257,697,330.00

TOTAL OPTIONAL OPTION PERIOD ONE CLINs (1005):

\$ 2,979,738.00

TOTAL OPTION PERIOD ONE CEILING:

\$ 260,677,068.00

SECTION B – SUPPLIES OR SERVICES AND PRICES/COSTS

B.2.3 OPTION PERIOD TWO:

MANDATORY CPAF LABOR CLINs

CLIN	Description	Cost	Award Fee (b) (4)	Total Cost Plus Award Fee
2001	Labor (Tasks 1-3 and Tasks 6-12)	(b) (4)	(b) (4)	(b) (4)
2002	REMOVED	REMOVED	REMOVED	REMOVED
2003	REMOVED	REMOVED	REMOVED	REMOVED
2004	REMOVED	REMOVED	REMOVED	REMOVED

OPTIONAL CPAF LABOR CLIN

CLIN	Description	Cost	Award Fee (b) (4)	Total Cost Plus Award Fee
2005	Labor (Task 13)	(b) (4)	(b) (4)	(b) (4)

COST REIMBURSEMENT TRAVEL and ODCs CLINs

CLIN	Description		Total Ceiling Price
2006	Long-Distance Travel Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
2007	ODCs Including Indirect Handling Rate (b) (4)	NTE	(b) (4)

CONTRACT ACCESS FEE

CLIN	Description		Total Ceiling Price
2008	Contract Access Fee	NTE	(b) (4)

TOTAL MANDATORY OPTION PERIOD TWO CLINs (2001 and 2006 – 2008):

\$ 281,925,020

TOTAL OPTIONAL OPTION PERIOD TWO CLIN (2005):

\$ 9,134,966

TOTAL OPTION PERIOD TWO CEILING:

\$ 291,059,985

SECTION B – SUPPLIES OR SERVICES AND PRICES/COSTS

B.2.4 OPTION PERIOD THREE:

MANDATORY CPAF LABOR CLINs

CLIN	Description	Cost	Award Fee (b) (4)	Total Cost Plus Award Fee
3001	Labor (Tasks 1-3 and Tasks 6-12)	(b) (4)	(b) (4)	(b) (4)
3002	REMOVED	REMOVED	REMOVED	REMOVED
3003	REMOVED	REMOVED	REMOVED	REMOVED
3004	REMOVED	REMOVED	REMOVED	REMOVED

OPTIONAL CPAF LABOR CLIN

CLIN	Description	Cost	Award Fee (b) (4)	Total Cost Plus Award Fee
3005	Labor (Task 13)	(b) (4)	(b) (4)	(b) (4)

COST REIMBURSEMENT TRAVEL and ODCs CLINs

CLIN	Description		Total Ceiling Price
3006	Long-Distance Travel Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
3007	ODCs Including Indirect Handling Rate (b) (4)	NTE	(b) (4)

CONTRACT ACCESS FEE

CLIN	Description		Total Ceiling Price
3008	Contract Access Fee	NTE	(b) (4)

TOTAL MANDATORY OPTION PERIOD THREE CLINs (3001 and 3006 – 3008):

\$ 253,399,542

TOTAL OPTIONAL OPTION PERIOD THREE CLIN (3005):

\$ 16,647,839

TOTAL OPTION PERIOD THREE CEILING:

\$ 270,047,381

SECTION B – SUPPLIES OR SERVICES AND PRICES/COSTS

B.2.5 OPTION PERIOD FOUR:

MANDATORY CPAF LABOR CLINs

CLIN	Description	Cost	Award Fee (b) (4)	Total Cost Plus Award Fee
4001	Labor (Tasks 1-3 and Tasks 6-12)	(b) (4)	(b) (4)	(b) (4)
4002	Labor (Task 5)	(b) (4)	(b) (4)	(b) (4)
4003	REMOVED	REMOVED	REMOVED	REMOVED
4004	REMOVED	REMOVED	REMOVED	REMOVED

OPTIONAL CPAF LABOR CLIN

CLIN	Description	Cost	Award Fee (b) (4)	Total Cost Plus Award Fee
4005	Labor (Task 13)	(b) (4)	(b) (4)	(b) (4)

COST REIMBURSEMENT TRAVEL and ODCs CLINs

CLIN	Description		Total Ceiling Price
4006	Long-Distance Travel Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
4007	ODCs Including Indirect Handling Rate (b) (4)	NTE	(b) (4)

CONTRACT ACCESS FEE

CLIN	Description		Total Ceiling Price
4008	Contract Access Fee	NTE	(b) (4)

TOTAL MANDATORY OPTION PERIOD FOUR CLINs (4001 – 4002, 4006 – 4008):

\$ 179,961,962.00

TOTAL OPTIONAL OPTION PERIOD FOUR CLIN (4005):

\$ 9,209,900.00

TOTAL OPTION PERIOD FOUR CEILING:

\$ 189,171,862.00

GRAND TOTAL CEILING ALL CLINs:

\$ 1,105,385,937.14

B.3 LABOR OUTSIDE THE CONTINENTAL UNITED STATES (OCONUS)

“OCONUS” is defined as other than the 48 contiguous states plus the District of Columbia. The U.S. Department of State’s (DoS) Bureau of Administration, Office of Allowances, publishes quarterly report indexes of living costs abroad, per-diem rate maximums, quarter’s allowances, hardship differentials, and danger pay allowances. The Department of State Standardized Regulations (DSSR) is the controlling regulations for allowances and benefits available to all U.S. Government civilians assigned to foreign areas.

Contractor personnel assigned to foreign areas may receive the allowances and benefits in the DSSR but, shall not receive allowance and benefits in excess of those identified in the DSSR.

Where costs are not specifically addressed in the DSSR, the Government will reimburse the Contractor for all reasonable, allowable, and allocable costs in accordance with FAR 31, Contract Cost Principles and Procedures, and other applicable agency specific regulatory supplements.

B.3.1 TRAVEL

Long-distance travel incurred may be burdened with the contractor’s indirect/material handling rate in accordance with the contractor’s disclosed accounting practices. If no indirect/material handling rate is allowable in accordance with the contractor’s disclosed practices, no indirect/material handling rate shall be applied to or reimbursed on these costs. If no rate is specified in the schedule of prices above, no indirect rate shall be applied to or reimbursed on these costs.

B.3.2 ODCs

ODCs incurred may be burdened with the contractor’s indirect/material handling rate in accordance with the contractor’s disclosed accounting practices. If no indirect/material handling rate is allowable in accordance with the Contractor’s disclosed practices, no indirect/material handling rate shall be applied to or reimbursed on these costs. If no rate is specified in the schedule of prices above, no indirect rate shall be applied to or reimbursed on these costs.

B.4 OASIS LABOR CATEGORIES

Labor categories proposed shall be mapped to existing OASIS labor categories (**Section J, Attachment C**).

B.5 INCREMENTAL FUNDING

B.5.1 INCREMENTAL FUNDING LIMITATION OF GOVERNMENT’S OBLIGATION

Incremental funding in the amount of **\$884,934,006.20** for CLINs 0001-0008; 1001, 1005-1008; 2001, 2005-2008; and 3001, 3005-3008 is currently allotted and available for payment by the Government. Additional incremental funding for these CLINs will be allotted and available for payment by the Government as the funds become available. The estimated period of performance covered by the allotments for the mandatory CLINs is from September 23, 2015 through September 22, 2019, unless otherwise noted in Section B.2. The TO will be modified to add funds incrementally up to the maximum of \$1,105,385,937.14 over the performance period of this TO. These allotments constitute the estimated cost for the purpose of Federal Acquisition

SECTION B – SUPPLIES OR SERVICES AND PRICES/COSTS

Regulation (FAR) Clause 52.232-22, Limitation of Funds, which applies to this TO on a CLIN-by-CLIN basis.

Incremental Funding Chart for CPAF: **See Section J, Attachment D** - Incremental Funding Chart (Excel Spreadsheet).

C.1 BACKGROUND

Irregular Warfare (IrW), Hybrid Warfare, and Asymmetric Warfare (AW) threats continue to drive the United States' (U.S.) military's strategic, operational, and tactical mission sets; planning and intelligence gathering activities; training requirements development; and, mission readiness requirements. Regional threats, including hostile nation states, terrorist organizations, and extremists acting alone or in concert with global organizations, and global threats are prolific across the world. Though the threat environment throughout the world remains fairly constant in some regards, it is continually evolving with new threats, such as violent extremist organizations (VEOs), emerging every day and the U.S. military must adapt to defend the homeland, advance its strategic interests, provide global security, and prepare forces for theater. Combating these threats requires the U.S. military to possess significant knowledge of the strategic, operational, and tactical environments in order to permit coordinated and informed U.S. military operations. The U.S. military must constantly conduct analyses and assessments of the current threat environment [e.g., Improvised Explosive Devices (IEDs), adversary misinformation, and Integrated Air Defense Systems (IADS)] in order to identify capabilities such as Information Operations (IO), Ballistic Missile Defense (BMD) activities, and Counter- Improvised Explosive Device (C-IED) measures that can be utilized by the U.S. military to combat evolving and emerging threats and protect deployed forces.

FORSCOM has been designated as the lead for the Army C-IED Strategy to Adapt the Force (AtF) line of effort. This effort will capitalize on the C-IED readiness work completed to date. The Army C-IED Strategy (**Section J, Attachment E**) published and approved in 2012 directs a more comprehensive approach which streamlines operations, introduces and capitalizes on knowledge sharing, and promotes efficiencies across the above mentioned organizations. The C-IED Strategy is the backbone of how the Army will execute the C-IED responsibilities to the Department, Combatant Commanders, other Major Army Commands, and Joint/sister services. It is based on the paradigm that IED conditions created by enemies are asymmetric in nature and rapidly change based on the Army's efforts to interdict, counter, and defeat the IED threat.

Technological innovation and globalization have positively impacted the capabilities of the U.S. and its Allies and supported the multi-national, whole-of-government approaches being employed around the world from countering the Ebola threat or the emergence of the Islamic State in Iraq and the Levant (ISIL). The rapid diffusion of enemy tactics and capabilities, the evolving U.S. and multi-national response, and the increasing direct and indirect involvement of civilian populace create an ever-changing operational environment that demands a scalable, adaptable, ready, and responsive strategy.

As the U.S. military continues to transition away from combat operations, it is imperative that the military preserves the hard-earned C-IED lessons learned of Iraq and Afghanistan, while sustaining its emphasis on training leaders and soldiers to meet the global C-IED challenges of tomorrow. The U.S. military is currently re-engaged in Iraq, while the RAF and Global Response Forces continue to operate in IED environments worldwide. The FORSCOM RAF Training Requirements are provided in **Section J, Attachment F**. Additionally, as the Title 10 training responsibilities have shifted back to the services from the Joint Explosive Improvised Device Defeat Organization (JIEDDO), the C-IED Home Station Training Program (**Section J, Attachment G**) has to provide a comprehensive approach to prepare for this threat.

SECTION C – PERFORMANCE BASED STATEMENT OF WORK (PBSOW)

IEDs are a threat faced by the U.S. military and its Allies and partner nations throughout the world. IEDs, with adaptive and innovative methods, have become one of the main threats effectively employed by enemy groups throughout the world to exploit U.S. warfighter capability gaps and, as a result, have caused and continue to cause an unacceptable amount of casualties and collateral damage. IED and other IrW threats will continue to drive the U.S. military's training and mission readiness requirements to meet U.S. Combatant Commander Needs for capable military forces. The U.S. military must be agile in developing Tactics, Techniques, and Procedures (TTPs) in order to increase mission effectiveness and anticipate and defeat adversary IED operations. The enduring global nature of IEDs makes C-IED training crucial to prepare forces for the IED threats they will encounter and to provide forces with a better understanding of what it takes to operate in IED environments. IrW analyses, assessments, and training are critical to the U.S. military in order to ensure forces are adequately prepared for deployment to theater and can safely identify, mitigate, and neutralize irregular threats, including IEDs.

Although IEDs are tactical weapons, their use often results in strategic and operational impacts. The TTPs used by individuals who build, finance, and exploit IEDs change frequently. The U.S. military must anticipate and respond to these changes with programs and capabilities that enable forces and decision makers to quickly adapt so that soldiers can perform their missions safely and with confidence in an ever-changing environment where IEDs are an enduring threat.

The C-IED Home Station Training Program has been implemented with a combat-seasoned Army, but the U.S. military recognizes that the IED environment is constantly changing with technology, tactics, and innovation that adversaries will employ to disrupt U.S. capabilities. While sustaining the current C-IED capabilities, focus will also be on the next generation of capabilities and training leaders and units to operate in the IED environment. As the force transitions from a Latest Arrival Date (LAD) Overseas Contingency Operations (OCO) resourced operating environment, the Army must now refocus its efforts on the future training program. The end state will evolve from looking at current requirements with an emphasis on how the Army trains in the future as it transitions from non-CENTCOM centric requirements. It is critical for the Army to adapt to the changing IED environment by expanding its training and integrating emerging C-IED technologies and incorporating C-IED operations as a condition in collective training events.

The Army's ability to train leaders and units to conduct C-IED operations is a combat multiplier for its formations. C-IED training is a command priority; it must be trained individually, collectively, and at the leader level, and be incorporated into unit culminating training events (CTE) and Combat Training Center (CTC) rotations. Investment into C-IED training is the only way to ensure the Army has prepared ready and responsive total Army forces to the Combatant Commanders in defense of the nation at home and abroad.

The C-IED Home Station Training Program executes the methodology for C-IED training and is an instrument to assist commanders, staff officers, and Non-Commissioned Officer (NCO) trainers in planning, resourcing, executing, and assessing C-IED training at home station. The program utilizes an integrated planning approach by incorporating live, virtual, constructive, and gaming (LVCG) C-IED training resources to prepare units to defeat IEDs and other emergent threats. The strategy includes the integration of C-IED solutions from across the Joint Force. Commanders use the program as a resource during mission analysis and training guidance development to establish a C-IED training cycle tailored to a unit's mission and deployment time

SECTION C – PERFORMANCE BASED STATEMENT OF WORK (PBSOW)

line to operate in a complex IED environment. This program serves as the clearing house for all C-IED initiatives, resources, and training. Relevant training is mission focused; integrates the emergent capabilities and TTPs being used for the current fight; and, identifies the appropriate resources to ensure the “way we train” best matches the “way we fight.” Additional information regarding the C-IED Home Station Training Program can be found in the Joint Requirements Oversight Council (JROC) review of C-IED Portfolio (**Section J, Attachment H**). Finally, in **Section J, Attachment I**, a listing of applicable Army C-IED strategies, directives, guidance, and validations has been provided as well.

C-IED training and education efforts are currently underway at multiple Army force provider organizations throughout the world, including at:

- a. U.S. Army Forces Command (FORSCOM) and its subordinate organizations
- b. U.S. Army Pacific (USARPAC)
- c. U.S. Army Europe (USAREUR)
- d. U.S. Army Special Operations Command (USASOC)
- e. Army National Guard (ARNG)

In addition to the IED threat faced by US, its Allies, and partner nation forces, USEUCOM has experienced dramatic changes in the security situation in the European continent over the last 12 months. These changes have significant ramifications for U.S. national security interests and those of its European Allies and partners. As a result, USEUCOM is assessing the threat to U.S. and North Atlantic Treaty Organization (NATO) Allies in theater and beyond. Though USEUCOM and its NATO Allies and partners continue to actively respond to the conditions of this new environment, fully addressing these growing challenges and their long-term implications requires a reformulation of the U.S. strategic calculus and associated resourcing.

The forces assigned to USEUCOM fulfill the U.S.’s primary treaty obligation to NATO. The U.S. military’s permanent presence in Europe also allows it to advance the military capabilities of its Allies. Permanently stationed forces are a force multiplier and USEUCOM must be a stabilizing force on multiple fronts. Nations on Europe’s southern flank are concerned the focus on Eastern Europe may draw attention and resources away from their region, allowing for an unmonitored flow of foreign fighters, economic and political refugees, and unchecked illicit trafficking of goods and humans from an arc of instability stretching across large parts of northern Africa through the Middle East. In the Levant, persistent threats from other countries and non-state actors continue to drive security concerns in Israel.

Multiple ongoing conflicts in the Middle East and Africa also require USEUCOM to use its limited resources to support missions occurring in the U.S. Central Command (CENTCOM) and U.S. Africa Command (USAFRICOM) areas of responsibility (AOR). USEUCOM works closely with its bordering Combatant Commands (COCOM) to address issues crossing geographic boundaries, supporting CENTCOM and USAFRICOM operations to protect U.S. national interests. Each of these security challenges reinforces the importance of USEUCOM and NATO to the U.S.’s long-term vital national interests. The U.S. must continue to demonstrate leadership and commitment to NATO to include supporting the implementation of the NATO Readiness Action Plan (RAP).

USEUCOM must continue to leverage and build upon the expeditionary capability and interoperability gained over a decade of operations in Afghanistan and increase opportunities to

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work together with U.S. Allies and partners in the future. USEUCOM's sustained efforts to build partnership capacity with these Allies and partners have proven to be beneficial and continuation of this process is central to countering threats. USEUCOM needs to protect its investment by continuing to exercise with and train U.S. Allies and partners and enabling the NATO Alliance to make the transition from expeditionary and counterinsurgency operations in Afghanistan to conducting the full spectrum of joint, combined operations, including high-end combined arms warfare.

The U.S.'s security interests require that it preserves Allies' and partners' capabilities and willingness to act so that they remain able to respond to threats to U.S. and European security as well as global contingencies. While preserving expeditionary capabilities developed over the last decade, USEUCOM must also address and help U.S. Allies and partners address renewed challenges, including along Europe's eastern periphery. Reassuring, stabilizing, and supporting Allies and partners in Europe are vital to protecting American interests both on the continent and at home.

IO activities are essential to USEUCOM's ability to shape the security environment and achieve its military objectives. Activities conducted under Operation ASSURED VOICE (OAV) provide a powerful means to counter Russian aggression, challenge extremist ideology, and prepare for contingency operations. The USEUCOM AOR has the highest internet usage rate of any OCONUS Geographic COCOM; that characteristic simultaneously presents the Command with an unprecedented opportunity and efficient conduit for influence in the region. USEUCOM knows from experience that its adversaries will seek to gain an edge by using the internet to present false narratives and spread propaganda. USEUCOM desires to leverage the advanced technological environment in the USEUCOM AOR and use the internet as a principal, cost-effective means to reach target audiences critical to its objectives. These leading-edge capabilities and methods will augment and complement the more traditional military influence measures currently employed.

Fundamental to effective IO, the integrated employment, during military operations, of information-related capabilities (IRC) in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries is critical to protect U.S. interests. IRCs are a tool, technique, or activity employed within a dimension of the information environment that can be used to create effects and operationally desirable conditions. Some examples include:

- a. Electronic Warfare (EW)
- b. Military Information Support Operations (MISO)
- c. Military Deception (MILDEC)
- d. Operations Security (OPSEC)
- e. Cyberspace Operations (CSO)

USEUCOM also has an Integrated Air and Missile Defense (IAMD) Program. USEUCOM, with the approval of the Joint Staff (JS) and the Office of the Secretary of Defense (OSD), operates and manages the IAMD program in support of USEUCOM's Theater Security Cooperation; OSD and JS directed plans; and, operations and executive orders (EXORDs). The mission of the IAMD program includes interagency partnering, international military exercises, and the defense of U.S. interests abroad to enhance regional peace. The research and analyses conducted under this program enables USEUCOM to operationalize the President of the United States (POTUS)

mandated European Phased Adaptive Approach (EPAA) to BMD in Europe and NATO. Additionally, the research and analyses conducted under this program provide capability assessments regarding the U.S. military's ability to mitigate evolving missile defense threats posed by enemies.

USEUCOM continues to implement EPAA and further develop partnerships and assurances in NATO and in late 2015, USEUCOM expects to complete Phase 2 of the EPAA for BMD. The EPAA Phase 2 program provides enhanced medium-range missile defense capability to support USEUCOM plans and operations, including potential U.S. national contributions to the NATO BMD mission. The cornerstone of Phase 2 capability includes the first Aegis Ashore site, under construction in Deveselu, Romania. This site along with the integration of Aegis Combat Systems upgrades; Standard Missile-3 Block 1A and 1B interceptors; and Command and Control, Battle Management, and Communications (C2BMC) system updates are all required for EPAA to realize its full potential. In addition, while the broader basing agreement is complete, implementing arrangement negotiations for the second Aegis Ashore site in Redzikowo, Poland are on-track to support completion of Phase 3 capabilities in 2018. Phase 3 further enhances intermediate-range missile defense capability to support USEUCOM plans and operations, and is intended as a U.S. national contribution to the NATO BMD mission.

Additionally, USEUCOM is encouraging Allies and partners to invest in their own air and missile defense capabilities that are interoperable with the U.S.'s. Building an integrated network of interoperable IAMD systems will leverage cost-sharing and help spread the commitment among willing participants. U.S. Allies are also making investments in BMD capabilities, such as the Netherlands-Denmark-Germany effort to study the upgrade of the Smart-L radar systems onboard their Air defense ships, and the comprehensive programs underway in Poland and Turkey to upgrade their lower-tier air and missile defense capabilities. USEUCOM is working with the Defense Security Cooperation Agency and the U.S. Department of Defense (DoD) on developing authorities that will enable the U.S. to sell missiles and other weapons systems with retransfer rights to groups of NATO and other authorized nations.

C.1.1 PURPOSE

All work conducted under this TO shall enhance the ability of the U.S. military, other military forces, and U.S. DoD interagency partners to combat threats and to increase the security of U.S. and partner nation forces deployed.

The purpose of this TO is to support and provide the Government with assessments which identify and analyze evolving and emerging threats and provides the potential capabilities the U.S. military can utilize to combat the threats. These capabilities include, but are not limited to, IO activities, messaging platforms based on modern marketing techniques, BMD strategies, and C-IED measures. The ultimate end state of this TO is to bolster the U.S.'s security interests and positions, both at home and abroad, and to protect forces from emergent threats.

The contractor shall provide capability analyses and assessments; and, develop recommendations regarding USAFRICOM's and USEUCOM's security posture and ability to respond to threats from VEOs, non-state actors, and/or terrorists operating throughout the 100 plus countries located within each Command's area of interest (AOI). These outputs produced by the contractor shall enhance both Commands' ability to identify and to combat a broad range of evolving and emerging operations, capabilities, and threats.

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Under this TO, the contractor shall also provide analyses and assessments of the evolving threat of IEDs and the Army's C-IED readiness. The contractor shall utilize its analyses of this rapidly evolving IED threat to formulate an Operational Assessment to AtF that shall improve the Army's training strategy to equip both U.S. forces and provide partner nation capacity building. The contractor shall identify C-IED methods and TTPs which will provide forces with the capability to safely identify, mitigate, and neutralize the IED threat. The contractor is responsible for the development of Training Support Packages (TSPs) outlining the individual, collective, and leader training curriculum and for providing Home Station training to forces. The contractor shall also propose and, with Government approval, implement innovative training methodologies at installations across the world. For U.S. forces and partner nations, the contractor shall provide TSPs, intelligence analysis products and pre-deployment briefings, IED defeat tactics, computer generated simulation scenarios, and training and exercise support specifically customized to specific regional threats when required.

The deliverables produced under this TO shall provide a diverse set of information for the Government, taking into account geographic specific issues, localized threat resolution sets, technical assessments for varied geographies, and long term solutions that span global issues.

Based on the evolving political, operational, and fiscal environments, certain deliverables and/or services may be requested from the contractor as a situation develops. Some analyses may be requested on a "short-to-no notice" timeframe to enable operational or planning time constrained decisions. "Short-to-no notice" and "on demand" timeframes will have situation dependent definitions and can range from hours to days. The contractor shall provide all support as directed by the Government.

C.2 SCOPE

The scope of this TO is to provide the services identified in this Performance-Based Statement of Work (PBSOW) to the Army and its strategic and operational partners. Services shall be provided to the U.S. Army Forces Command (FORSCOM) HQ USEUCOM and its subordinate commands and the following subordinate commands:

- a. U.S. Army Reserve Command (USARC)
- b. First Army
- c. I Corps
- d. III Corps
- e. XVIII Airborne Corps
- f. 20th Chemical Biological Radiological Nuclear Explosive (CBRNE) Command

This TO also provides direct support to the Army National Guard (ARNG) and the following Combatant Commands (COCOM) and service component commands:

- a. U.S. Army Pacific (USARPAC)
- b. U.S. Army Special Operations Command (USASOC)
- c. U.S. European Command (USEUCOM)
 - i. U.S. Army Europe (USAREUR)
 - ii. U.S. Navy Europe (USNAVEUR)
 - iii. U.S. Air Force Europe (USAFE)
 - iv. U.S. Marine Force Europe (USMARFOREUR)
 - v. U.S. Special Operations Command Europe (USSOCEUR)

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- d. U.S. Africa Command (USAFRICOM)
 - i. U.S. Army Africa (USARAF)
 - ii. U.S. Navy Africa (USNAVAF)
 - iii. U.S. Air Force Africa (USAFAF)
 - iv. U.S. Marine Force Africa (USMARFORAF)
 - v. U.S. Special Operations Command Africa (USSOCAF)

Additional COCOMs and their subordinate commands may be added to the list of supported commands in the future. Shifting and as yet unidentified missions can potentially expose U.S. Forces to IrW threats that are not currently identified in this TOR.

C.2.1 FORSCOM

FORSCOM is the largest command in the Army and is the Army's Force Provider to joint Combatant Commanders worldwide. FORSCOM combines the contributions of more than 750,000 Army National Guard, Army Reserve, and active component Soldiers. Headquartered at Fort Bragg, North Carolina, FORSCOM trains, mobilizes, deploys, sustains, transforms, and reconstitutes conventional forces, providing relevant and ready land power to Combatant Commanders worldwide in defense of the Nation both at home and abroad.

FORSCOM tailors the resources and training of its units to meet the specific and ever-changing requirements of Combatant Commanders and, when directed, those of U.S. civil authorities. These requirements can range from preparing soldiers to fight on the battlefield to providing relief to natural disaster victims. FORSCOM is responsible and accountable for the training and readiness of the Army Total Force.

As one Total Force, the Active Army, Army National Guard, and the Army Reserve (USAR) provide operating and generating forces to support the National Military Strategy and Army commitments worldwide. The Army will ensure that the Total Force is organized, trained, sustained, equipped, and employed to support Combatant Commander requirements.

FORSCOM is responsible for the planning, resourcing, and oversight of the Counter-IED Integration Cells (CI2Cs) at the FORSCOM installations in their mission of supporting units and the Corps and Divisions in the training of C-IED training at home station. This approach to Home Station training of non-standard/non-program of record, emergent requirements enables an increase in C-IED readiness, at a higher steady-state, throughout the "sustainable readiness model." FORSCOM also supports 20th CBRNE Command and First Army. 20th CBRNE Command support includes providing training and exercise planning support, advanced IED training device fabrication, and over-the-shoulder coaching (in a garrison, classroom and field environment) tailored to meet the Command's unique C-IED/core EOD training competencies. First Army's mission of validating the Reserve Components for deployment includes pre- and post-mobilization support.

The CI2Cs are teams aligned to the FORSCOM Corps and Divisions, 20th CBRNE Command, and First Army. The FORSCOM CI2C teams are the FORSCOM Commander's solution to provide home station C-IED training capabilities (primarily on non-standard and non-program of record systems) in order for units to meet progressive readiness requirements throughout the ARFORGEN cycle. The CI2C teams are aligned across the major FORSCOM installations, both Combat Training Centers (JRTC and NTC), and First Army installations. The CI2C teams are

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advisers and trainers on all C-IED resources available for training and are the Senior Commanders' dedicated resource for C-IED pre-deployment training, tailoring training based on the units' mission requirements, and the commanders' training objectives. The major subject/topic areas in which the CI2Cs provide training support are posted on the FORSCOM C-IED Program AKO webpage: <http://www.forscom.army.mil/CI2C> in order to better share training information across the Army's force providers.

C.2.2 ARNG

ARNG is one component of the Army which consists of the Active Army, Army National Guard, and the USAR. The ARNG has a unique dual mission that consists of both Federal and State roles. The ARNG's federal mission is to maintain properly trained and equipped units, which are available for prompt mobilization for war, national emergency, or as otherwise needed. At the state level, the ARNG's mission is to respond in times of civil unrest such as battle fires or helping communities deal with floods, tornadoes, hurricanes, snowstorms or other emergency situations. ARNG is headquartered at Arlington Hall in Arlington, Virginia.

ARNG provides its commanders with the requisite support to plan and execute Home Station training in preparation for an array of evolving domestic and overseas operations through the Asymmetric Threat Training Support Program (ATTSP), consisting of the ARNG's C-IED Integration Cell (CI2C), and Explosive Ordnance Disposal (EOD) and Virtual Battle Space Suite (VBS) Integrator/Operator Programs. ATTSP acts as the ARNG Training Directorate Executive Agent in validating and administering ARNG VBS requirements within the TSS Enterprise. ATTSP also sustains the ARNG's Home Station training Capability; refines and socializes the ARNG's Strategy for Asymmetric Threat Training; and, supports the conduct of FORSCOM required C-IED training.

The Army Reserve conducts C-IED familiarization and training at unit level using various internal and external assets. In the early stages of the training cycle, units conduct Home Station training using internal assets to provide classroom instruction led by unit personnel, which may be augmented by the use of local training facilities and /or training enablers, such as VBS. As units progress through pre-mobilization training, units participate in a Warrior Exercise (WAREX) and Combat Support Training Exercise (CSTX) conducted during the two week Annual Training period where C-IED actions are part of the exercise scenario. Army Reserve units also leverage FORSCOM and National Guard training locations to provide pre-mobilization individual and collective training. Upon activation to Title 10 status (mobilization), Army Reserve units get C-IED training from First Army locations as part of their pre-deployment training.

C.2.3 USASOC

USASOC is a major command of the Army and the ASCC of the U.S. Special Operations Command (USSOCOM). USASOC is responsible for conducting worldwide special operations missions in dynamic and ambiguous high-risk environments. These special operations missions address threats from hostile states, VEOs, non-state entities, and individual actors increasingly willing to use violence to achieve their political and ideological ends. Examples of these special operations missions include, but are not limited to, counter-insurgency, counter-terrorism rations, security force assistance, unconventional warfare, information operations, direct action, special

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reconnaissance, civil affairs, and foreign internal defense. USASOC is headquartered at Fort Bragg, North Carolina.

As the Army Special Operations Forces (ARSOF) force provider, USASOC is responsible for ensuring that Combatant Commanders receive ARSOF that are trained and equipped to operate in an IED environment; and, leaders and soldiers who are confident of their ability to cope with the IED threat as part of global Special Operations Forces (SOF) operations. Conventional forces will routinely partner with SOF in all major home station collective training. Multi-echelon, multi-component training exercises that include SOF are the expected norm for all CTCs and Home Station training as much as possible. USASOC will continue to leverage JIEDDO, Asymmetric Warfare Group (AWG), and C-IED efforts of other organizations where they support ARSOF training and material requirements to enable unit commander's C-IED training program. C-IED training requirements are integrated per the USASOC Commanding General's Training Guidance and COCOM Pre-Deployment Training Requirements for individual, leader, and collective tasks. The USASOC trainers /C-IED integrators serve as the entry point for all ARSOF units to schedule and conduct C-IED training.

C.2.4 USARPAC

In the U.S. Pacific Command (USPACOM) AOR, USARPAC has been designated as the Supported Command for C-IED training and IrW Analysis. The USPACOM includes political and military interaction with more than 36 nations and covers more than 50% of the earth's surface, ten time zones, and more than 105 million square miles from the west coast of the U.S. to the western border of India, and from Antarctica to the North Pole. This AOR includes the most populous nation in the world, the largest democracy, and the largest Muslim-majority nation.

USARPAC is headquartered at Fort Shafter, Hawaii. The USARPAC Asia Pacific C-IED Fusion Center (APCFC) consists of four branches, the EOD/C-IED Division, Partner Nation (PN) Engagements, Irregular Warfare Analysis Center (IrWAC), and the C-IED Training Branch. The APCFC IrWAC conducts Intelligence collection and network analysis that leads to disruption, and countering or capturing adversaries and their IED facilitation networks. The APCFC Training Division provides commanders with regionally focused Program of Instructions/Training Support Packages (POIs/TSPs), Master Train-the-Trainer (T3) Program, C-IED Training Teams (CTT) and Readiness Validation Mobile Training Team (RVMTT), and PACOM specific IED training. The APCFC also provides training for Commander's with AW material and non-material solutions for non-standard and non-program of record C-IED systems.

C.2.5 USEUCOM AND SUBORDINATE COMMANDS

The mission of the USEUCOM is to conduct military operations, international military partnering, and interagency partnering to enhance transatlantic security and defend the United States forward. We do this by establishing an agile security organization able to conduct full spectrum activities as part of whole of government solutions to secure enduring stability in Europe and Eurasia.

USEUCOM is one of the U.S.' two forward-deployed Geographical COCOMs, whose area of focus covers almost one-fifth of the planet, including all of Europe, large portions of Asia, parts of the Middle East and the Arctic and Atlantic Oceans. The command is responsible for U.S.

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military relations with NATO and 51 countries on two continents with a total population of close to a billion people.

From its state-of-the-art plans and operations center, the command directs the operation of more than 100 thousand military and civilian personnel operations across 10.7 million square miles or 27.7 million square kilometers of land and 13 million square miles or 33.6 million square kilometers of ocean. The command is also responsible for maintaining the quality of life, including health care and schools, for almost 130 thousand military family members living in Europe. Headquartered in Stuttgart, Germany, USEUCOM is a joint forces community of approximately 1,000 U.S. Soldiers, Sailors, Airmen, Marines and government civilians, who work and live at four different locations around the city. USEUCOM is comprised of components from all of America's military services who provide ready forces to provide regional security

USEUCOM trains, equips, deploys and provides command and control of forward-deployed land forces, able to support and conduct the full spectrum of joint, and combined multi-national operations, and engagement activities.

USAREUR is an ASCC and it is responsible for training and equipping land forces. Additionally, USAREUR deploys and provides command and control of forward-deployed land forces, who are able to support and conduct the full spectrum of joint and combined multi-national operations and engagement activities. USAREUR is headquartered in Wiesbaden, Germany.

USAREUR provides C-IED training and training support for Title 10 and Multi-National Partners across Europe. The CI2C supports training in Baumholder and Grafenwoehr Germany and in Vicenza, Italy. The CI2C also has an area support mission for all units located at other casernes and for USAF, Navy, and Marine elements as needed. The Multi-National C-IED training team supports USAREUR and USEUCOM requirements with a resident training capability at Hohenfels, Germany and with Mobile Training Teams that deploy to NATO and Partner for Peace (PfP) Nations. U.S. and multi-national capabilities include all the core competencies for C-IED training for both Attack the Network (AtN) and for Defeat the Device (DtD) lines of effort. Both the Home Station and the multi-national CI2C support exercises and Rotations by providing over-the-shoulder support and After Action Reviews.

U.S. Naval Forces Europe is prepared for future challenges and mission requirements by operating, training, maintaining and sustaining combat-ready naval forces.

As the Navy component in Europe, U.S. Naval Forces Europe (NAVEUR) plans, conducts and supports naval operations in the European theater during peacetime and as tasked by the USEUCOM commander. With its headquarters at Naval Support Activity in Naples, Italy, NAVEUR directs all its naval operations through the U.S. Sixth Fleet (COMSIXTHFLT) commander based in Gaeta, Italy, and support activities ashore through the Navy Region Europe (CNRE) commander, headquartered in Naples. A Sept. 20, 2005 directive merged Naval Forces Europe and Sixth Fleet.

Though not a NATO command, NAVEUR ensures ready and logistics support of U.S. Navy ships and aircraft regardless if they were nationally or NATO assigned. NAVEUR also works with NATO commands and member governments in planning, operating and funding NATO facilities the U.S. Navy uses.

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Naval Forces Europe's area of responsibility encompasses 89 countries with a combined population of more than 1 billion people. Its landmass spreads across nearly 14 million square miles and touches three continents, while its maritime areas cover the Mediterranean and Black and Baltic seas. On Oct. 1, 2000, the maritime area expanded to include several million square miles in the Atlantic Ocean also. For planning purposes, NAVEUR divided the area of responsibility into six maritime regions according to the countries' maritime characteristics and their surrounding waters: Black Sea; Levant / East Med; Maghreb and North Africa; northern Europe and Baltic; northern Mediterranean; and sub-Saharan Africa.

For more information, visit NAVEUR's Web site: <http://www.navy.mil/local/naveur/>

U.S. Marine Corps Forces Europe taps pre-positioned assets to rapidly deploy expeditionary forces and equipment and conduct a wide array of operations.

Headquartered at Panzer Kaserne in Böblingen, Germany, U.S. Marine Corps, Europe (MARFOREUR), is USEUCOM's Marine Corps' component command, supporting in USEUCOM operations by advising the commander, other component commanders and task force commanders on the capabilities and proper employment of U.S. Marine Corps forces. It validates, deploys, sustains and redeploys all operational and logistical requirements for assigned and attached forces to accomplish missions in the USEUCOM theater. More than 1,500 Marines are based in Europe, approximately 140 of which are assigned to MARFOREUR.

Since July 1, 1980, when the U.S. established Headquarters, Fleet Marine Force, Europe, MARFOREUR has been assisting U.S. Naval Forces Europe, NATO, and USEUCOM. The command was initially established as a "designate" command that would serve as a larger staff's nucleus during peacetime operations. During international crises or war, the staff would be manned as a full component headquarters. Upon its inception, this command relieved stateside staffs of European plans and operations with a 40-Marine staff located in London. By 1989, more than 180 Marines operated in 45 separate locations across 19 countries in the European theater, supporting U.S., NATO and USEUCOM on joint, national or unified staffs, and serving as defense attaches, liaison officers, and UN military observers. Marines also participated in the Foreign Exchange Program and were students in Foreign Service schools throughout Europe. The command moved to Böblingen in 1993 and was renamed Headquarters, United States Marine Corps Forces, Europe in 1994.

In early years, the command provided support to a multitude of exercises and real-world contingencies including ongoing operations in the Balkan Region, such as combat operations in Kosovo and Operation Northern Watch. During the Kosovo campaign, the command reached its full Manning level and lost its "designate" title. Since that time, the command has remained fully staffed. Today, MARFOREUR is actively engaged in Eastern Europe. With programs such as the Georgia Deployment Program, training of the Republic of Georgia's military to support the International Security Assistance Forces in Afghanistan; the Black Sea Rotational Force, conducting security cooperation with more than 16 countries in the Black Sea region; and various other bilateral and combined exercises MARFOREUR is building strong partnerships with U.S. allies.

For more information, visit MARFOREUR's Web site: <http://www.marforeur.marines.mil/>.

U.S. Air Forces in Europe delivers its well-respected air power to support command missions due to impressive technology and a meticulous attention to logistics.

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Headquartered at Ramstein Air Base, Germany, U.S. Air Forces in Europe (USAFE), is a major air force command and also USEUCOM's primary air component, planning and executing air and space operations in Europe and Asia to achieve NATO and U.S. objectives based on the USEUCOM commander's taskings.

During most of the Cold War, USAFE was a fight-in-place force postured for a large-scale conflict. Since the fall of the Soviet Union, it has transitioned to an air expeditionary force with mobile, deployable people and resources that can simultaneously operate in multiple locations, able to conduct warfighting, humanitarian and peacekeeping operations, and other non-traditional contingencies. In peacetime, USAFE trains and equips NATO-affiliated Air Force units, also maintaining combat-ready units based from the United Kingdom to Turkey, and assets ready to perform close air support, air interdiction, air defense, in-flight refueling, long-range transport and maritime operation support. Despite a 67 percent drawdown of its main operating bases after the Cold War, USAFE remains a highly responsive and capable combat force.

More than 39,000 active-duty, reserve, Air National Guard and civilian employees are assigned to USAFE, and equipment assets include more than 200 fighter, attack, rotary wing, tanker, and transport aircraft, and a full complement of conventional weapons.

USAFE consists of two numbered air forces, Third Air Force and 17th Expeditionary Air Force, seven main operating bases and 114 geographically separated locations. The USAFE primary operating bases are: Royal Air Force Lakenheath, United Kingdom; Royal Air Force Mildenhall, United Kingdom; Ramstein Air Base, Germany; Spangdahlem Air Base, Germany; Aviano Air Base, Italy; Lajes Air Base, the Azores; and Incirlik Air Base, Turkey.

For day-to-day and contingency operations, these bases report to Ramstein's Third Air Force, which supports USEUCOM. It is USAFE's component numbered Air Force that maintains continuous theater-wide situational awareness.

For more information, visit USAFE's Web site: <http://www.usafe.af.mil/>

Special Operations Command Europe provides tremendous flexibility throughout a full range of military operations including combat, special operations, humanitarian assistance, non-combatant evacuations and joint-combined military operations.

SOCEUR exercises operational control of European theater Army, Navy and Air Force Special Operation Forces (SOF) and is responsible for SOF readiness, targeting, exercises, plans, joint and combined training, NATO and partnership activities, and execution of counterterrorism, peacetime and contingency operations.

C.2.6 USAFRICOM

USAFRICOM is one of the Geographic Combatant Commands and is responsible for military relations with African nations, the African Union (AU), and African regional security organizations. USAFRICOM is responsible for all U.S. DoD operations, exercises, and security cooperation on the African continent, its island nations, and surrounding waters. USAFRICOM is headquartered in Stuttgart, Germany.

Together, both USAFRICOM's and USEUCOM's critical mission sets include conducting military operations, international military engagements, and interagency partnering to enhance transatlantic security; and, includes defending the U.S. interests abroad by strengthening the

defense capabilities of internal states/countries, regional organizations, and international peacekeeping. When directed, USAFRICOM and USEUCOM must maintain the ability to conduct military operations in order to deter and defeat transnational threats and to provide a security environment conducive to good governance and development. These command missions describe an enduring strategic environment, rather than an end state, and, more accurately, call attention to the need for continuing and evolving U.S. engagement throughout the two Combatant Commands' AORs. Additionally, both commands operate in conjunction with their service component commands (including USAFE), and key stakeholders such as NATO partners, PfP nations, world allies, DoD, and DoS.

USAFRICOM and USEUCOM are both facing the challenge of significantly reduced budgets and fewer forward based capabilities to support their missions. Furthermore, USAFRICOM and USEUCOM leverage service component command organizations, thus requiring more efficient and integrated use of common staff and resources. The ability of the combatant command components to support both the African and European mission will be further challenged in the coming years by the many demands brought about by the regime change in North Africa, the U.S.-Russian engagement, and Levant tensions.

C.3 OBJECTIVE

This is a highly complex, performance-based TO with contractor support required at numerous geographical locations and installations worldwide. Coordinated service delivery and a sound approach to managing risk across all organizations are the primary objectives of this TO. Historically, the Army organizations in scope of this TO (FORSCOM, USASOC, ARNG, USARPAC, and USAEUR) have typically operated independently from one another. Along with the Army C-IED Strategy to AtF, one of the objectives of this TO is to bring these organizations together to build synergies, drive efficiencies, lower costs, and where appropriate and in conjunction with the Government, streamline processes and procedures, and engage in knowledge sharing activities. One of the ultimate end states of this TO is to develop a Total Army Force enduring Home Station training capability, ensuring Soldiers and units are ready and capable to conduct operations in IED environments. Similar to Army organizations, both USAFRICOM and USEUCOM have highly similar missions with different AORs. While it is not an objective to coordinate and streamline activities between those organizations as it is with the Army organizations, the contractor shall make recommendations to facilitate knowledge sharing activities where appropriate and in conjunction with the Government. Each COCOM is looking to gain synergies and efficiencies over the life of the TO.

C.4 TASKS

The following tasks are in support of this TO and are detailed below:

- a. Task 1 – Accounting for Contract Services
- b. Task 2 – Provide Program Management
- c. Task 3 – Provide Component-level Project Management
- d. Task 4 – Execute Transition-In
- e. Task 5 – Execute Transition-Out
- f. Task 6 – Strategic Planning and Capabilities, Threat, and Intelligence Analyses and Assessments
- g. Task 7 – Integrated Air and Missile Defense (IAMD) Program Support
- h. Task 8 – Information Operations and Special Activity Division (IOSAD) Support
- i. Task 9 – Operational Influence Platform (OIP)
- j. Task 10 – Army Adapt the Force (AtF) Assessment
- k. Task 11 – Training Support
- l. Task 12 – Army Logistics and Equipment Analysis
- m. Task 13 – Surge Support

C.4.1 TASK 1 – ACCOUNTING FOR CONTRACT SERVICES

The Office of the Assistant Secretary of the Army (Manpower & Reserve Affairs) operates and maintains a secure Army data collections site where the contractor shall report ALL contractor manpower (including subcontractor manpower) required for performance of this contract, excluding USAFE labor. This reporting requirement is for the U.S. Army only. Other services have not yet instituted this reporting requirement. The contractor shall provide an Accounting for Contractor Services Report (**Section F, Deliverable 1**) to satisfy this requirement. The contractor is required to completely fill in all the information in the format using the following web address: <https://cmra.army.mil>. The required information includes:

- a. Contracting Office, CO, COR.
- b. Contract number, including Task and Delivery Order number.
- c. Beginning and ending dates covered by reporting period.
- d. Contractor name, address, phone number, and email address, and identity of contractor employee entering data.
- e. Estimated direct labor hours (including subcontractors).
- f. Estimated direct labor dollars paid this reporting period (including subcontractors).
- g. Total payments (including subcontractors).
- h. Predominant Federal Service Code (FSC) reflecting services provided by the contractor (separate predominant FSC for each subcontractor if different).
- i. Estimated data collection costs.
- j. Organizational title associated with the Unit Identification Code (UIC) for the Army Requiring Activity (the Army requiring Activity is responsible for providing the contractor with its UIC for the purposes of reporting this information).
- k. Locations where contractor and subcontractor perform the work (specified by zip code in the United States (U.S.) and nearest city and country (when in overseas locations) using standardized nomenclature on website).

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- l. Presence of deployment or contingency contract language.
- m. Number of contractor and subcontractor employees deployed in theater this reporting period (by country).

As part of its submission, the contractor shall also provide the estimated total cost (if any) incurred to comply with this reporting requirement. The reporting period will be the period of performance, NTE 12 months, ending September 30 of each Government fiscal year. Reporting shall occur by October 31 of each calendar year or at the end of the contract, whichever comes first. Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.4.2 TASK 2 – PROVIDE PROGRAM MANAGEMENT

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this PBSOW. The contractor shall identify a Program Manager (PM) by name who shall provide management, direction, administration, quality control, and leadership of the execution of this TO.

The contractor shall facilitate Government and contractor communications; use industry best-standards and proven methodologies to track and document TO requirements and activities to allow for continuous monitoring and evaluation by the Government; and ensure all support and requirements performed are accomplished in accordance with the TO. The contractor shall notify the FEDSIM Contracting Officer Representative (COR) and Technical Point of Contact (TPOC) via a Problem Notification Report (PNR) (**Section J, Attachment J**) of any technical, financial, personnel, or general managerial problems encountered throughout the TO period of performance (PoP).

The contractor shall provide strategic enterprise-level guidance that integrates support across all task areas; ensure support is IAW TO requirements; and, schedule meetings and provides deliverables in accordance with **Section F**.

C.4.2.1 SUBTASK 1 – COORDINATE A PROGRAM KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a Program Kick-Off Meeting (**Section F, Deliverable 2**) within ten workdays of Project Start (PS) at a location approved by the Government. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues; and, to discuss transition activities, invoicing, travel authorization, and reporting procedures. Additionally, this meeting will provide the opportunity for the contractor and the Government to establish a common understanding of cost, schedule, and performance expectations.

At a minimum, the attendees shall include vital contractor personnel including Key Personnel, all Government stakeholders, the TPOC, the FEDSIM Contracting Officer (CO), and the FEDSIM COR. At the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (**Section F, Deliverable 3**) that shall include, at a minimum, the following topics/deliverables:

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- a. Points of contact (POCs) for all parties
- b. Staffing Plan and status
- c. Security discussion
- d. Invoicing considerations
- e. Transition discussion

The contractor shall provide the following at the Kick-Off meeting:

- a. All deliverables required to be provided to the Government at the Kick-Off Meeting are listed in **Section F**.

The Government will provide the contractor with the number of participants for the Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting minutes report in accordance with **Section C.4.2.6, Provide Meeting Reports**, documenting the Kick-Off Meeting discussion and capturing any action items.

C.4.2.2 SUBTASK 2 – PREPARE A PROGRAM MANAGEMENT PLAN (PMP)

The contractor shall prepare and deliver a draft and a final PMP. The contractor shall utilize the PMP as the foundation for information and resource management planning. At a minimum, the PMP shall:

- a. Describe the proposed management approach including, but not limited to, the proposed program organization and staffing model/plan
- b. Provide an overall Work Breakdown Structure (WBS) and associated responsibilities and partnerships between or among Government organizations
- c. Describe in detail the contractor's approach to risk management under this TO and approach to communications including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government
- d. Be integrated with the contractor's Quality Control Plan (QCP)
- e. Contain detailed Standard Operating Procedures (SOPs) for all support to be provided under this TO
- f. Include any milestones, tasks, and subtasks required in this TO

The contractor shall provide the Government with a draft PMP (**Section F, Deliverable 4**) on which the Government will make comments. The final PMP (**Section F, Deliverable 5**) shall incorporate the Government's comments. The PMP shall be updated as changes in the program occur (**Section F, Deliverable 6**). The PMP shall be reviewed and updated as needed on an annual basis, at a minimum and the contractor shall conform to the latest Government approved version of the PMP. The contractor shall keep the PMP electronically accessible to the Government at all times.

C.4.2.3 SUBTASK 3 – QUALITY ASSURANCE

The contractor shall provide a draft QCP as required in **Section F, Deliverable 7**. The final QCP shall incorporate the Government's comments (**Section F, Deliverable 8**). The contractor shall periodically update the QCP, as required in **Section F, Deliverable 9**, as changes in program processes occur. At minimum, the QCP shall be reviewed and updated once a year.

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Within the QCP, the contractor shall identify its approach for providing quality control in meeting the requirements of the TO. The offeror's QCP shall describe its quality control methodology for accomplishing TO performance expectations and objectives. The contractor shall fully discuss its validated processes and procedures that provide high quality performance for each Task Area. The QCP shall describe how the processes integrate with the Government's requirements and not just state that they are certified in a particular quality standard approach.

C.4.2.4 SUBTASK 4 – PREPARE A CONSOLIDATED MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide a consolidated MSR (**Section F, Deliverable 11**) in a format acceptable to the Government. The consolidated MSR shall be submitted electronically to the FEDSIM COR and the TPOC by the fifteenth (15th) of each month. The MSR serves as the Contractor Monthly Performance Report listed in the Award Fee Determination Plan (AFDP) (Section 7.1.1.b). The consolidated MSR shall mirror the TSM reporting format and include a summary description of the following activities occurring across **the entire TO** below:

- a. Status of Concept, Current Activities, and Collaboration Concept. This section includes a brief description of each task and its activities during the reporting period, including progress of ongoing, new, or completed activities.
- b. Issues, concerns, delays, and corrective actions also include proposed resolutions and risk mitigation plans for all identified issues that may affect project deliverables, personnel, or cost.
- c. Government actions required (deliverables awaiting Government approval, etc.)
- d. Financial status including
 1. Actual TO burn through the previous month and projected cost of each CLIN for the current month.
 2. Up-to-date spend plan including actuals and forecast.
 3. Cumulative invoiced amounts for each CLIN.
- e. Recommendations for modifications or improvements in tasks or processes and changes to the Program Management Plan.

C.4.2.5 SUBTASK 5 – PROVIDE PROBLEM NOTIFICATION REPORTS (PNRs)

The contractor shall notify the FEDSIM COR via a PNR (**Section J, Attachment J**) as soon as it becomes apparent to the contractor that a scheduled deliverable will be late, a cost overrun will occur, or any other event will occur that could negatively impact TO performance. The contractor shall include in the PNR the rationale, the expected mitigation strategy, and overall project impact. The FEDSIM COR will review the PNR and provide guidance to the contractor. Such notification in no way limits any Government contractual rights or remedies including, but not limited to, termination.

C.4.2.6 SUBTASK 6 – PROVIDE MEETING REPORTS

The contractor shall submit Meeting Reports (**Section F, Deliverable 12**), as requested by the TPOC and/or FEDSIM COR, to document meetings. The Meeting Report shall at a minimum include the following information:

- a. Meeting attendees and at a minimum, identify organizations represented
- b. Meeting date and location
- c. Meeting agenda
- d. Purpose of meeting
- e. Summary of what transpired (issues and risks discussed, decisions made, and action items assigned)
- f. Conclusion
- g. Recommendation(s)
- h. Next scheduled event(s) impacting or impacted by the meeting

C.4.2.7 SUBTASK 7 – CONVENE CONSOLIDATED TECHNICAL STATUS MEETINGS

The contractor PM shall convene a monthly Technical Status Meeting (**Section F, Deliverable 13**) via teleconference or video teleconference with the TPOC, FEDSIM COR, Component/Command Project Managers (CPMs), and other Government stakeholders. The purpose of this meeting is to ensure consistency and continuity across all areas, ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide summaries of these meetings (**Section F, Deliverable 14**) including attendance, issues discussed, decisions made, and action items assigned for example. These minutes shall be provided to the COR within five workdays following the meeting.

C.4.2.8 SUBTASK 8 – PROGRAM COORDINATION

Work under this highly complex TO occur at numerous locations worldwide. Historically, organizations covered in the scope of the TO have operated independently. The independent nature of operations has led to a lack of efficiency in the management of activities and sharing of knowledge. One objective of this TO is to bring these various organizations into alignment in order to build synergies; identify and understand the interdependencies; develop and maintain consistency in process and procedures; prioritize knowledge sharing; and, realize efficiencies.

C.4.2.9 SUBTASK 9 – CONVENE INTEGRATED PROGRAM REVIEWS (IPRs)

The contractor shall convene IPRs (**Section F, Deliverable 15**) at a minimum of twice yearly in conjunction with the Government. The purpose of IPRs is to facilitate understanding and cross-leveling of emerging issues, newly developed best practices, and key lessons learned at the HQ and at each training site.

C.4.2.10 SUBTASK 10 – CONVENE TRAINING SUPPORT PACKAGE (TSP) REVIEWS

The contractor shall convene TSP reviews (**Section F, Deliverable 16**) at a minimum of twice yearly in conjunction with the Government. The objective of the TSPs is to assess the current

training curriculum in each organization in scope of this TO; and, documentation across the TO and its effectiveness based on After Action Reviews (AARs), lessons learned, etc. The contractor shall stay informed of the current status of doctrine because significant changes to the TSP may occur if there is a change to doctrine. Should changes to doctrine occur, the contractor shall make recommendations for updates or changes to the TSP. Upon Government acceptance, the contractor shall be responsible for making the approved updates and changes.

C.4.2.11 SUBTASK 11 – ESTABLISH AND MAINTAIN COLLABORATION PORTALS

The contractor shall establish and maintain collaboration portals which both Government - approved contractor personnel and Government personnel can access via the Common Access Card (CAC). The portals shall be hosted in a secure environment able to support both unclassified and classified information and shall be For Official Use Only (FOUO). The contractor shall provide the TPOC and the FEDSIM COR with a recommended strategy/solution (**Section F, Deliverable 17**) for these portals within 30 workdays of PS and once the TPOC and FEDSIM COR have provided the authority to proceed, the contractor shall have the portals operational (**Section F, Deliverable 18**) within 30 workdays of the TPOC and FEDSIM COR approval. The portals shall, at a minimum, contain the following information:

- a. Current PMP
- b. Current Transition-Out Plan
- c. Current QCP
- d. All Monthly Status Reports (including appended Trip Reports)
- e. Status on all deliverables previously provided or pending
- f. Current and past period cost data by CLIN

It is also the Government's intent that the sites be used as a central repository for all TO documents and deliverables developed under this TO to facilitate knowledge sharing across all locations, foster collaboration, and ensure efficiencies are gained.

C.4.2.12 SUBTASK 12 – PROVIDE ARMY C-IED PROGRAM COMMUNICATION AND OUTREACH

The contractor shall produce and disseminate products, such as awareness products (print, graphic, or video communications), C-IED training capability offerings, survey/summary reports, and/or review and analysis reports. The contractor shall conduct outreach, education, and training gap analysis to potential training user organizations to make leaders and soldiers aware of C-IED training opportunities. Articles publicizing the C-IED training being provided shall be shared and published, with Government approval, on social media platforms such as Twitter or Facebook. The contractor shall follow all applicable approval processes prior to publishing, posting, or sharing any information.

C.4.3 TASK 3 – PROVIDE COMPONENT/COMMAND-LEVEL PROJECT MANAGEMENT (FOR EACH COMPONENT/COMMAND)

The contractor shall provide component-level project management support for each organization listed below:

- a. FORSCOM

- b. USAEUR
- c. USARPAC
- d. ARNG
- e. USASOC
- f. USEUCOM, along with USAFRICOM and USAFE

The contractor shall be responsible for assigning tasks to its staff. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this PBSOW. The contractor shall identify a Component Project Manager (CPM) by name for each of the organizations listed above who shall provide management, direction, administration, quality control, and leadership of the execution of all tasks within that area. The CPMs shall work in conjunction with each other and with the contractor PM to ensure consistency across all organizations and across all tasks. The Program Manager identified above shall coordinate the activities of the CPMs to align activities in order to build synergies; identify and understand the interdependencies; develop and maintain consistency in process and procedures; prioritize knowledge sharing; and, realize efficiencies.

C.4.3.1 SUBTASK 1 – PREPARE A COMPONENT-LEVEL BI-WEEKLY STATUS REPORT (BSR)

The contractor CPM shall provide a component-level BSR (**Section F, Deliverable 19**), prepared using Microsoft (MS) Office Suite applications and in a format acceptable to the Government. The component level Interim Monthly Status Report shall be submitted on a monthly basis in between monthly status reports in accordance with the PMP via electronic mail to the appropriate Government Technical Lead and the FEDSIM COR. At a minimum, the BSR shall include:

- a. A summary of continuing activities and action items carried over from the prior report, updated to include the current period's performance.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, and status (security clearance, etc.).
- d. Government actions required.
- e. Project performance.
- f. Any significant risks identified by the contractor or Government.

C.4.3.2 SUBTASK 2 – CONVENE PROJECT STATUS MEETINGS

The contractor CPM shall convene a Project Status Meeting as needed with the TPOC, FEDSIM COR, and other vital Government stakeholders (**Section F, Deliverable 20**). The purpose of this meeting is to ensure that the Government has all the required information to make decisions, manage stakeholders, and coordinate activities. The contractor shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the TPOC and the COR within five workdays following the meeting (**Section F, Deliverable 21**).

C.4.3.3 SUBTASK 3 – PREPARE TRIP REPORTS

The contractor shall provide trip reports (**Section F, Deliverable 22**) for all trips taken. The contractor shall keep a summary of all long-distance travel including, but not limited to, the

name of the employee, location of travel, duration of trip, and point of contact (POC) at travel location. Trip reports shall also contain, at a minimum, a detailed description of the strategic/operational impact of the trip, knowledge gained, and lessons learned. At a minimum, trip reports shall be prepared with the information provided in **Section J, Attachment K**.

C.4.3.4 SUBTASK 4 – PROVIDE MEETING REPORTS

The contractor shall submit Meeting Reports (**Section F, Deliverable 12**), as requested by the TPOC and/or FEDSIM COR, to document results of meetings. The Meeting Report shall include the following information:

- a. Meeting attendees and at a minimum, identify organizations represented
- b. Meeting date and location
- c. Meeting agenda
- d. Purpose of meeting
- e. Summary of what transpired (issues and risks discussed, decisions made, and action items assigned)
- f. Conclusion
- g. Recommendation(s)
- h. Next scheduled event(s) impacting or impacted by the meeting

C.4.3.5 SUBTASK 5 – CONFERENCE PLANNING SUPPORT

The contractor shall provide support, as directed by the Government, for events such as organized Government and inter-agency conferences, symposia, roundtables, and workshops related to the identification and characterization of current force threat capability gaps, rapid capability development, warfighting requirements, science and technology, IED training, and support to the Arctic Security Forces (ASF). The purpose of these various events is to promote the flow of information across Government and between international partners and representatives as well.

The contractor shall work in conjunction with the Government to support activities such as, but not limited to, the following:

- a. Developing the objectives, key issues, and discussion elements
- b. Providing logistical support and handling administrative details
- c. Coordinating with other agencies, organizations, or other international partners

The contractor shall also capture technical discussions and recommended priorities in Recommended Actions Reports (**Section F, Deliverable 23**). Information captured in the report shall be considered by the contractor in the execution of this TO.

C.4.4 TASK 4 – TRANSITION-IN

The contractor shall ensure that there will be, at the most, minimal service disruption to vital Government business and operations during transition-in activities. The offeror shall provide a proposal assuming all transition-in activities will occur during the Base Period.

The transition-in period for FORSCOM, ARNG, USASOC, and USARPAC shall begin at PS and shall conclude within 75 calendar days of PS. The transition-in period for tasks including work supporting USAREUR and USEUCOM shall begin once DoD Contractor Personnel Office

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(DOCPER) and German Technical Expert Status Accreditation (TESA) approval has been received at both the TO and the personnel level. The transition-in period for USAREUR and USEUCOM shall be completed within 60 calendar days following required approvals.

As a result of the requirements surrounding DOCPER and TESA for personnel/work to be provided in Germany, the Government estimates that the transition-in period for USAREUR and USEUCOM will begin during the Base Period, but may potentially occur during Option Period 1. The contractor shall work in conjunction with the Government to support the TESA process. More information regarding TESA can be found here:

http://www.eur.army.mil/g1/content/CPD/docper/docper_germanyLinks.html

The contractor shall provide an updated Transition-In Plan (**Section F, Deliverable 10**), based on the contractor's draft Plan submitted with the proposal, to be approved by the Government.

C.4.5 TASK 5 – TRANSITION-OUT

The contractor shall provide a draft Transition-Out Plan within six months of award (**Section F, Deliverable 24**). The Government will work with the contractor to finalize the Plan in accordance with Section E (**Section F, Deliverable 25**). This Plan shall be reviewed and updated on an annual basis at a minimum (**Section F, Deliverable 26**). Additionally, it will be reviewed and updated quarterly during Option Period 4. The Transition-Out Plan shall include all the topics included in the Transition-In Plan. The contractor shall ensure the transition to the next contractor is effectively facilitated and executed.

The contractor shall provide Transition-Out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan to the Government and provide updates IAW Section F. The contractor shall identify, at a minimum, how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes
- b. Points of contact
- c. Location of technical and project management documentation
- d. Status of ongoing technical initiatives
- e. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel
- g. Schedules and milestones
- h. Actions required of the Government.
- i. A final invoice and close-out schedule with the dates and actions to be completed for TO close-out

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition.

C.4.6 TASK 6 – STRATEGIC PLANNING AND CAPABILITIES, THREAT, AND INTELLIGENCE ANALYSES AND ASSESSMENTS

C.4.6.1 SUBTASK 1 –STRATEGIC PLANNING AND CAPABILITIES ANALYSIS

The contractor shall assess the current strategic planning efforts for countries in the USEUCOM and USAFRICOM AORs to verify that appropriate concepts, capabilities, technologies, and non-materiel solutions have been identified and incorporated to enhance the effectiveness of theater and regional operations. This assessment shall extend to countries that enter the USEUCOM and USAFRICOM AORs through geographic alignments and re-alignment. This assessment shall include the analysis of the integration of C2 and critical mission systems infrastructure [e.g., Global Information Grid (GIG), transportation, logistic, public works, and Intelligence, Surveillance, and Reconnaissance (ISR)]; threats such as terrorism and proliferation of WMD (e.g., high-yield explosives and IEDs); threats to force protection; and, threats to the interests of Allies and partner nations (e.g., illicit trafficking, and global terrorism).

The contractor shall conduct gap analysis of strategies and plans in order to identify and mitigate any potential risks present in the core missions for USEUCOM and USAFRICOM, and their subordinate service component commands:

- a. U.S. Navy Europe (USNAVEUR)
- b. U.S. Navy Africa (USNAVAF)
- c. U.S. Air Forces Europe (USAFE)
- d. U.S. Air Force Africa (USAFAF)
- e. U.S. Army Europe (USAREUR)
- f. U.S. Army Africa (USARAF)
- g. U.S. Marine Force Europe (USMARFOREUR)
- h. U.S. Marine Force Africa (USMARFORAF)
- i. U.S. Special Operations Command Europe (USSOCEUR)
- j. U.S. Special Operations Command Africa (USSOCAF)

These core missions could include, but are not limited to, maintaining ready forces for global operations; securing global access theater-wide; enhancing support to NATO and the EU; and promoting regional stability. The contractor shall identify any risks and assess how susceptible the missions are to a changing strategic environment, transnational foreign fighters countering Russian aggression, foreign fighter flow, advancements in technologies [e.g., sensor and communication technologies aimed at enhancing missile defense and emergence of new threats (e.g., Iranian and Syrian missiles)].

The contractor shall conduct threat analyses of critical mission sets and critical competencies (e.g., security assistance/cooperation interactions with AOR countries to support operations in countries such as Mali and Central African Republic) so that USEUCOM, USAFRICOM, and their service component commands have the necessary information to provide a measured, well-informed, and timely responses to various threats. The contractor shall prepare Strategic Capabilities Assessment Reports (**Section F, Deliverable 27**) which contain the results of research conducted, describe the analysis performed, and include any proposed recommendations.

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The contractor shall conduct evaluations of current coalition and joint forces military capabilities [e.g., Non-Combatant Evacuation (NEO) and Vehicle Equipment Management, Assessment, and Training Teams (VEMAT)] to identify and recommend initiatives through cost-benefit tradeoff analysis for countries located in the USAFRICOM and USEUCOM AORs. The contractor shall conduct assessments on the impact of the changes implemented to national security objectives and policy upon current strategic objectives, capabilities, and plans. From these assessments, the contractor shall develop recommendations regarding Joint Capability Integration Development System (JCIDS) under the framework of the Capability Based Planning (CBP) process. The contractor shall also analyze and verify that the USAFRICOM and USEUCOM capabilities and directives plans remain highly adaptable and are compliant with national objectives.

The contractor shall also provide support for the execution of USEUCOM's NATO Response Force (NRF) program which includes, but is not limited to, support for the NATO RAP and other security cooperation programs which support Allies and partner nation participation in the NRF. This support includes, but is not limited to:

- a. Analyzing the NRF program Force Generation results and the Supreme Headquarters Allied Powers Europe (SHAPE) Long Term Rotational Plan.
- b. Identifying NRF exercises and priority countries.
- c. Supporting USEUCOM coordination with NATO Force Structure and Command Structure.
- d. Planning and assessing participation of rotational Army battalion task force training at Joint Multinational Training Command/Joint Multinational Readiness Center.
- e. Advising USEUCOM Command Group and USEUCOM J5/8 leadership engagement with DoD, DoS, and Congress on strategic policy and program issues related to NATO RAP and NRF.
- f. Providing subject matter expertise on building partner capacity (BPC) authorizations, funding, policies, and processes in support of the USEUCOM strategy.
- g. Synchronizing coordination of USEUCOM BPC program and legislative proposals with the DoD Office of the Secretary of Defense (OSD), JS, DoS, U.S. Office of Management and Budget (OMB), and Congressional Staff.
- h. Designing, analyzing, and provide recommendations for planning workshops supporting implementation of key security cooperation programs in accordance with the USEUCOM strategy and Theater Campaign Plan (TCP).
- i. Serving as the subject matter expert for all USEUCOM enabling NATO efforts as defined in the TCP to include development of specific tasks and identifying specific country focus areas, advising leadership, and providing assessment data on achievements of activities.
- j. Supporting ECJ5/8 participation in various NATO, DoD, and DoS conferences and roundtables by preparing and conducting briefing and providing guidance and advice to USEUCOM leadership at all relevant NATO forums.

The contractor shall also provide support to the development of the USEUCOM Arctic Strategy by providing advice on the design, development, execution, and analysis of Arctic related initiatives, plans, safety and security events and equities, and any other events in the region. This support could include, but is not limited to developing USEUCOM Arctic strategy and plans in the region; and, providing technical expertise for design and execution of seminars, conferences, tabletop exercises and/or staff training events for USEUCOM Arctic engagement.

C.4.6.2 SUBTASK 2 – SECURITY ASSISTANCE PROGRAM (SAP) ANALYSIS

The SAP is in place to strengthen bilateral (and in some cases multilateral) security relationships; enhance partner capacity and self-sufficiency; promote effective civil-military relations; and, provide recommended training, equipment, and material through security assistance programs, specifically through the Global Peace Operations Initiative (GPOI) program. GPOI is a U.S. Government-funded SAP intended to enhance international capacity to effectively conduct UN and regional peace support operations (PSOs) by building partner nation capabilities to train and sustain peacekeeping proficiencies; increase the number of capable military troops and formed police units (FPU) available for deployment; and facilitate the preparation, logistical support, and deployment of military units and FPU to Peace Operations (PO).

The scope of this subtask is focused on enhancing the capabilities of partner nations. Partner nations need to be able to defend themselves against current and future threats (e.g., Al-shabaab, al-Qaida, IEDs, and ISIL) defend and secure their borders; deter terrorists' infiltration of population centers; and, enhance the self-sufficiency of their existing and future critical infrastructure (e.g., communication networks, weapon system architectures, C2 structures), equipment, supplies, and training that is essential for force protection and counter-terrorism plans.

The contractor shall conduct socio-economic/culture data gathering of current GPOI partner countries and other eligible countries and regional organizations across Africa and Europe. Utilizing the data gathered, the contractor shall conduct gap assessments and develop and provide recommendations regarding end-states and benchmarks for partner nations, in partnership with the U.S. and international contributors, to build requisite partner nation capacity and capabilities such as training area infrastructure, equipment and training courses. The contractor shall be able to provide partner nations with the data necessary for the nations to achieve full training capability by assessing the nations' needs for the final stages of building sustainable, self-sufficient, peace operations training and equipment/infrastructure capabilities. The contractor shall document the analyses conducted; gap assessment results; and subsequent recommendations in Partner Nation Capacity Reports (**Section F, Deliverable 28**).

Additionally, the contractor shall work in conjunction with the Government to expand the GPOI program by prioritizing and adding new capable partner nations; assess potential new partner nation capacity to train for and contribute to peace operations; and, provide detailed analysis to the Commands for attending and contributing to national and international security cooperation forums (i.e., meetings of partner nations to discuss operational capabilities, gaps, and strategies to close the identified operational capability gaps) in partner nations. Additionally, the contractor shall also provide specialized GPOI training for European and African nations as directed by the Government.

The contractor shall also conduct research of current U.S. policy and guidance and develop analytical recommendations for Concept of Operations (CONOPS) and TTPs for both current and emerging security issues, including antiterrorism/force protection and full spectrum interoperability with countries in the USEUCOM and USAFRICOM AORs. The contractor shall assess capabilities and systems which detect, identify, and mitigate threats, such as the Counter-Radio Electronic Warfare (EW) Vehicle Receiver/Jammer (CVRJ). The contractor shall conduct anti-terrorism (AT) and force protection (FP) assessments, critical infrastructure protection assessments, and risk assessments. The contractor shall provide AT/FP Plans (**Section F,**

Deliverable 29) that define the recommended CONOPS for current and emerging security issues. The results of the assessments shall provide qualitative evaluations of force protection action results and related metrics. Additionally, the contractor shall provide FP Risk Assessment Methodologies (**Section F, Deliverable 30**) that identify critical assets/potential threats, assess any potential risks and the associated impacts, and analyze counter-measures. These assessments shall assist the Government in providing qualitative evaluations of force protection and related metrics for partner nations.

C.4.6.3 SUBTASK 3 – GLOBAL THREAT ASSESSMENTS AND INTELLIGENCE ANALYSES

Under this subtask, the contractor shall be responsible for constantly conducting global, enterprise-wide threat analyses in order to identify and recommend how the U.S. military can best defend itself against threats, such as IEDs, ballistic threats, WMDs, or purposeful EMI for example, as they arrive in the ever-changing world environment. As new global challenges arrive, the contractor shall be constantly assessing these threats and providing the Government with Global Threat/Intelligence Assessment Reports (**Section F, Deliverable 31**). Within these reports, the contractor shall focus on:

- a. Nontraditional information collection/intelligence gathering activities
- b. Threat trends
- c. Technologies employed
- d. Tools used
- e. Organization of networks
- f. Current crises
- g. Operational environments (including, but not limited to, the political, military, economic, social, information, infrastructure, and physical environment of the area)
- h. How information is being spread or migrated
- i. Additional information as required by the Government.

Outputs and information gathered shall also be utilized by the contractor to develop training curriculum or to support any work performed under this TO.

The contractor shall also look to the outside DoD community and across Government to participate in information sharing. The Government will look to the contractor to recommend how it can support other federal agencies — as part of the whole-of government approach — in defeating the threats they face. The contractor shall analyze threats prior to their arrival in the homeland. When requested by the Government, the contractor shall also provide DoD's interagency partners [e.g., Department of Homeland Security (DHS) and the Department of Justice (DOJ)] with information regarding the effects on probable targets and enemy threat TTPs; recommended courses of action (COA) to reduce identified risks; improved training by increasing the training's relevance to current threats and TTPs; and, exercise development in order to enhance the interagency's ability to deal with an evolving and complex threat. Leveraging its global awareness of the threat evolution, the contractor shall analyze information dissemination processes and technologies in order to provide recommendations which improve information flow, reduce uncertainty, and enhance the readiness of both DHS and DOJ, and the National Guard and DoD forces in support of these two agencies.

C.4.6.4 SUBTASK 4 – REGIONAL THREAT ASSESSMENTS AND INTELLIGENCE ANALYSES

Whereas the scope of subtask 1 was to conduct threat analyses at a global, enterprise-level view in order to identify trends; the scope of this subtask is to identify specific threats at a regional level and perform intelligence analyses in order to identify counter measures that can be taken to counteract the specific threats. Using technical, biometric, and forensic intelligence gathered, trends observed, theater lessons learned, deployment AARs, IED components discovered, events, and any other information or intelligence sources available to the contractor, the contractor shall provide specific intelligence analyses regarding concepts, threats, policies, and potential mitigation strategies.

The contractor shall provide Regional Threat/Intelligence Reports (**Section F, Deliverable 32**) which detail the results of the research conducted and the analysis performed, along with recommendations for counter measures to reduce risks associated with any potential and identified threats. Information analyzed shall be in accordance with the U.S. military's priority intelligence requirements and other information needs and shall include:

- a. Threat plans
- b. Mission analysis
- c. Technology research
- d. Concept and process development
- e. Social-cultural analysis
- f. Strategic plan development
- g. Transformation architecture development
- h. Coalition sharing initiatives
- i. Operations, dispositions, and capabilities supporting current operations and contingency planning

The contractor's analysis shall include information on regional use of IEDs and specific strategies that can be undertaken regarding how to counter/mitigate the IEDs. The contractor shall also examine threats from traditional foreign intelligence sources and from non-traditional, non-state actors such as Hezbollah or Al-Qaida. As a part of its analysis, the contractor shall also be looking sources such as at VEOs, state actors supporting terrorism, and Financial Intelligence (FININT). Additionally, the contractor shall research, compile, and analyze data related to intelligence from identity resolution; intelligence from information, material, or persons (IMP) collected on an objective, point of occurrence/event; and all source intelligence collection. The contractor shall provide recommendations which shall enhance the U.S. military's ability to support regional assessments as required for Commands, deploying forces, and selected agencies.

C.4.7 TASK 7 – INTEGRATED AIR AND MISSILE DEFENSE (IAMD) PROGRAM SUPPORT

The contractor shall provide support services for the USEUCOM Integrated Air and Missile Defense (IAMD) Program and USEUCOM service components IAMD/BMD programs. USEUCOM, with the approval of the JS and the OSD, operates and manages the IAMD program in support of USEUCOM's Theater Security Cooperation and OSD and JS directed plans, operations and execute orders (EXORDs). The primary objective of this task is to provide

credible planning, development, assessment, evaluation, and integration of USEUCOM and component IAMD that focuses on existing and future IAMD capabilities to ensure adequate protection of NATO, the USEUCOM AOR, and their populations. In addition, the contractor shall research and recommend appropriate plans and TTPs that ensure the successful employment of limited, critical IAMD assets.

The IAMD mission includes interagency partnering, international military exercises, and the defense of U.S. interests abroad to enhance regional peace. The contractor shall be required to support new concepts of national strategic policy, emerging technologies, and evolving partner nation requirements. The contractor shall also research and develop recommendations for next generation technological hardware and software, conduct mission capabilities evaluations, and provide the warfighter with an analysis of current and future technologies. Efforts under this task will enable USEUCOM to operationalize the POTUS mandated EPAA to BMD in Europe and NATO. The services to be performed under this task consist of the functional areas of IAMD operations, planning, integration, interoperability, resources, policy, strategy, cyber, threat analysis, C2, logistics, and exercises/war games. All deliverables produced by the contractor shall be updated as needed to ensure they remain representative of the current environment.

The contractor shall assess the ability of adversary nations, in both the near and long term, to target the USEUCOM AOR and the U.S. homeland with ballistic missiles. The contractor shall support assessment of short term enemy missile capabilities (2015-2020) and the U.S. missile defense deployment plans to counter the evolving threat. The contractor shall support the assessment of the strength of the proposed missile defense force and its ability to function effectively under various operational scenarios. The assessment and recommendations shall be consistent with national policy guidance and contribute to USEUCOM's development of the most effective, executable defensive counter air theater strategy to negate the present and future threats.

Utilizing all information gathered in performance of this TO, the contractor shall also support the development of and provide input into IAMD/BMD Concepts of Operations (CONOPS) for USEUCOM, USAFE, NAVEUR, and USAREUR. The CONOPS documents how operators will utilize the systems and C2, make changes to the systems, etc.

C.4.7.1 SUBTASK 1 – IAMD CURRENT AND FUTURE OPERATIONAL CAPABILITIES SUPPORT

This subtask focuses on current and future IAMD capabilities and requirements of US, friendly and adversary nations. The contractor shall provide force support requirements and evaluations of friendly and adversary strategy, operations, plans, capabilities, objectives, and gaps as they pertain to the defensive counter air mission. The contractor assessments shall meld strategic goals with capabilities to identify future requirements and potential shortfalls. The results of the contractor's analyses and assessments shall be documented in a IAMD Current and Future Capabilities Assessment (**Section F, Deliverable 33**) that also evaluates present sources of critical information; evaluates the effectiveness of the distribution systems; determines gaps in IAMD information and data sources/systems; and, explores the existing indications and warning (I&W) sources presently not being fully utilized.

The assessment shall also include, but is not limited to, the following:

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- a. Evaluation of existing capabilities of the U.S. and partner nations; and, the effectiveness of IAMD assets against the adversaries' offensive weaponry and asset survivability.
- b. Identification of critical gaps and an analysis of how susceptible IAMD missions are to the strategic environment and evolving technological advancements.
- c. Threat analysis of critical mission sets and competencies to provide measurable and well defined responses to present and future threats.
- d. Regional and global capabilities to attack existing information infrastructure, deliver WMD, attack allied IAMD assets, and deploy evolving air and ballistic missile technology against the U.S. and partner nations.
- e. Investigation of to what extent non-BMD mission requirements utilizing IAMD assets create gaps in these assets' ability to support IAMD of the USEUCOM AOR.
- f. Consideration of the availability of IAMD assets; their capabilities to defend against a missile salvo; and, their susceptibility to attacks attempting to neutralize their effectiveness.

The objective of the assessment is to detail organizations, systems, processes, interoperability, technology, and personnel to provide increased operational effectiveness, reduce risks, and provide actionable recommendations tailored to the IAMD community.

The contractor shall support assessments of the overall reliability of the U.S. IAMD systems and their ability to meet strategic objective goals and evaluate the effectiveness of existing IAMD assets, their mission capability rates, and operational impact of recurring maintenance, operational, and C2 issues. Additionally, the study shall research IAMD specific systems, technical components with a history of reliability, and integration/interoperability problems between U.S. and partner nations.

Additionally, the contractor shall support evaluations of future capabilities in all aspects of the IAMD environment such as technological advances, C2 interoperability, strategies, TTPs, and national strategic policies. The report shall also include future information/data/I&W requirements based on strategic planning and projected technology advances and the evaluation of future sensor programs, next generation interceptors, and expanding C2 interoperability and capabilities. The contractor shall also support integrating evolving defensive counter air IAMD requirements into long range planning to ensure the sensors, distributions and interoperability allow for easy of dissemination of relevant information. It is essential to confirm that USEUCOM's projected IAMD plans and programs are consistent with national policy guidance and are integrated throughout key IAMD agencies, the international community, and partner nations.

The contractor shall support assessment of strategic efforts in order to verify that existing defensive counter air concepts, EPAA, technologies, TTPs, plans, and strategies are accurately identified and incorporated to maximize interoperability and effectiveness of IAMD assets. This assessment shall build its foundation on IAMD's three major tenets: prevention, minimization of damage, and defeating threats presented by hostile nations. The analysis shall consider the evolving strategic environment, expanding battle space, partner nations' growing appetite for IAMD assets, and fiscal constraints.

The contractor shall support evaluations/assessments of all aspects involved in the deployment, operations and execution of defensive counter air assets. These assessments shall also examine the risks of the current concept of upper and lower tier engagement and gaps that could allow

certain offensive missile profiles to avoid the engagement envelopes for existing IAMD systems. The contractor shall support gap analysis of strategies, plans, and execution for USEUCOM and its subordinate service component commands. These assessments shall evaluate the core missions of the commands and their subordinate commands to identify and propose courses of action (COAs) in order to mitigate risks and weaknesses. These COAs include maintaining defensive counter air assets as an effective strategic deterrent force, securing critical information infrastructure, enhancing support to NATO, and promoting regional stability.

The contractor shall research and analyze the current and future integration, interoperability, and execution of C2 capabilities throughout USEUCOM, its subordinate component commands, and partner nations and produce a C2 Assessment (**Section F, Deliverable 34**). The focus of this assessment is to determine how USEUCOM, its subordinate component commands, and partner nations are connected and identify ways they can work in concert to further promote the BMD mission. This assessment shall evaluate the complex C2 infrastructure, policies, doctrine, TTPs, and their consistency/compliance with existing CONOPS and national security objectives. This analysis is to focus on the links between sensors and shooters; how the various C2 systems integrate time critical sensor information; and, the distribution of this information to appropriate theater and global end users. The assessment shall analyze IAMD C2 systems to enhance USEUCOM's ability to improve its effectiveness, interoperability with its allies, and meet the expanding threat to regional stability. The collection, collation, and timely dissemination of vital information are critical to the effective employment of defensive counter air assets. This assessment shall also analyze concepts of C2 for forward deployed sensors and shooters and identify C2 alternate and/or parallel lines of communication, recommend potential enhancements, and identify risks to the flow of critical data to the decision makers. Inherent in the analysis is the identification of single points of failure and increasing the survivability of IAMD C2 mission assets. This analysis shall incorporate the integration of C2 elements and critical IAMD mission support infrastructure (including, but not limited to, C2BMC, GCCS, GEMs, mIRC, and data links). The contractor shall also conduct research of the C2 systems and their capabilities to mitigate evolving ballistic missile threats (e.g., alternate weapon system combinations to address various regional missile threats) for USEUCOM and key partner nations. A structured systems analysis of the IAMD interoperability vulnerabilities, potential cyber-attacks, and prolific growth of air breathing and ballistic missiles threats that negatively affect capabilities development across the USEUCOM AOR shall also be conducted. Additionally, the analysis shall include an evaluation of the harmonization of the whole-of-government approach to facilitate allied contributions.

C.4.7.2 SUBTASK 2 – IAMD PLANS, POLICIES, STRATEGY, AND ENGAGEMENT

Under this subtask, the contractor shall support USEUCOM in building strategies for IAMD engagements. The contractor shall support analyses of existing gaps in strategic national policies, TTPs, and capabilities to include threat assessment of emerging concepts, C2 evolution, passive MD, training, transformation roadmaps, and technology improvement programs.

First, the contractor shall support evaluation, assessment, and recommendations for capabilities to enhance the follow on strategic planning of theater missile defense capabilities and the EPAA follow on programs which build on the IAMD foundation. The post EPAA strategy needs to ensure consistency with the EPAA end state objectives and the development of future operational architectures. The contractor shall identify, evaluate, and assess gaps in the overall

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IAMD system and its elements and processes that include threat assessments and emerging concepts, C2, missile warning, protection, force utilization options, capability realignment, training, transformation roadmaps, integration with air defense, policy, doctrine, and technology transformation programs. The results of the contractor's analyses shall support the Government strategy, policy, and plans.

Secondly, the contractor shall support progress analyses of EPAA and associated programs and how they contribute to stated USEUCOM objectives and desired end states. The analysis shall include independent qualitative, quantitative, and modeling assessments to identify gaps within each phase of the program. Future analysis shall be designed to examine the changing defense architecture and to test strategies designed to mitigate evolving threats. This analysis shall also consider the increased lethality of ballistic missiles (better accuracy, maneuverable reentry vehicles, early sub-munition release and more effective countermeasures) and the growing numbers of ballistic/cruise missiles with the potential to easily saturate existing IAMD systems. As a part of its support, the contractor shall support analysis of various configurations of sensor weapons systems to detect inbound missiles earlier (boost phase) in order to meet U.S. priorities and political commitments throughout the European theater. The contractor shall also consider and evaluate IAMD strategy and execution to ensure they adequately support USEUCOM Operational Plans (OPLANS). This evaluation shall assess current capabilities and processes in order to develop future sourcing of MD assets, policies, TTPs, and plans; their impact on the IAMD policies for the USEUCOM AOR is essential to enhance sourcing of globally limited IAMD capabilities in completion of phases two (2015) and three (2018) of the EPAA and to enable NATO BMD IOC and FOC decisions.

Under this subtask, the contractor shall also support research and evaluation USEUCOM and subordinate commands' IAMD strategy, CONPLANS, USEUCOM Instructions (ECIs), TTPs, and policies with respect to achieving stated IAMD end state goals. The contractor shall support strategy assessment and examine the missions imbedded in the operational plans and shall develop recommendations for appropriate provisioning of capabilities and resources. The contractor shall identify current guidance that may require revisions to existing documents/policies in order to maximize IAMD effectiveness. The contractor shall consider evolving and emerging threats as well when conducting critical analysis of the decision making processes and operational planning utilized by USEUCOM, subordinate commands, and partner nations in support of the IAMD mission and programs.

Additionally, the contractor shall support evaluations of various BMD asset configurations and placements to ensure maximum effectiveness in detecting, engaging, and destroying inbound offensive weapons. Detection and identification of inbound missiles as early as possible provides the best opportunity for IAMD defensive systems to engage and destroy threats. This analysis must balance the optimum configuration and location for IAMD assets with the vulnerabilities and threats associated with the optimum parameters. Placement of radars may be optimized by locating them in a specific country. The requirement for an agile and mobile combat force has necessitated a transformation in military resourcing and only certain countries can provide the critical locations that are needed for the current missile defense (MD) system. Early warning radars must be located within their operational parameters from a postulated enemy launch position in order to provide sufficient warning to friendly personnel. Interceptor missiles must be positioned in forward deployed locations such that they can provide an "intercept vector" to

incoming missiles. Forward deployed interceptors must be positioned where they might have the capability to “intercept” vice “chase” an inbound missile.

The contractor shall support trade-off analysis to balance the benefits of placement of sensors/interceptors with the political cost of placement in that country along with the consideration of whether or not the location is secure and whether the system would be survivable or vulnerable in that placement against the risks presented by adversaries’ offensive threat. The contractor shall support assessments of the impact of changing national security objectives and policy changes upon current strategic objectives, capabilities and plans.

The contractor shall support USEUCOM partner nation engagement plans, specific to the IAMD mission. This support shall include understanding how to better utilize partner nation resources and build partner nation capacity while stabilizing and enhancing the partner nations’ ability to operate across the spectrum of exercises and conflicts. These partner nation engagement plans also detail the research and technical analysis of logistics survivability requirements and identify gaps related to supporting the Joint Deployment and Distribution Enterprise (JDDE).

Additionally, the contractor shall support assessment of points of integration with partners, host nations, and Non-Governmental Organizations (NGOs), and their impact on contingency operations. The contractor shall support recommendations for development of a regional engagement strategy for partner nation IAMD. The contractor shall support identification of key risks to future deployment, engagement, and exercise plans. The development of these plans shall be more critical as more assets are deployed, e.g., as Aegis ashore is deployed, force protection and ability to regenerate these forward based assets will be of a strong consideration. These assessments of logistic planning and partner nation capabilities is key to the success of the EPAA, as the geophysical location of missile defense assets is critical to the optimization of the system.

C.4.7.3 SUBTASK 3 – IAMD EXERCISES AND TRAINING

The USEUCOM IAMD community receives training at all levels in the form of live operations and exercise activities. These training activities provide CCOM and components with critical insight to key variables; offer a realistic crosscheck for theoretical constructs; and confirm deployment schedules for the proper and most efficient means of utilizing key IAMD assets.

The contractor shall support evaluation, preparation and design of various types of tests/exercises (tier I-IV). This support shall include recommendations for academics, war gaming, operational training, and experimentation supported by live, virtual, and constructive modeling and simulation to effectively understand and execute the U.S. and NATO IAMD mission for the USEUCOM Commander, Area Air Defense Commander (AADC) and the NATO Air Defense Commander (ADC). The contractor shall utilize M&S systems that are supported by the Missile Defense Agency (e.g., I-Sim, C2BMC planners, weapon system specific planners). The contractor shall also examine Joint Test War Gaming, experimentation, exercise planning and execution; and the support shall include technical analysis of the systems, realism of the situational parameters, and execution of the exercise sequencing and accuracy of the evaluation system.

Additionally, the contractor shall support war game assessments to evaluate how well the training accomplished the specified objectives. This includes evaluating the exercise design and execution; and, identifying gaps in training, guidance, technology, and personnel. The contractor

shall support analysis that identifies mission risks and their effect on the success of the mission and observed exercise deficiencies and recommendations for improvement to enhance the Joint Training Readiness Exercise programs by providing critical training/exercise insights to staff leadership.

C.4.7.4 SUBTASK 4 – IAMD RESOURCE MANAGEMENT AND LOGISTICS SUPPORT

In order to determine if BMD assets are used and distributed efficiently/effectively, the contractor shall support evaluations of the present/future BMD asset distributions and develop recommendations for improvement. Evaluations include existing manning, equipment and fiscal allocation, and efficiency of the current distribution to achieve strategic objectives and meet future requirements. The contractor's shall also support USEUCOM Integrated Priority Listing (IPL) and Program Objective Memorandum (POM) processes and enable successful advocacy for BMD systems and programs to further USEUCOM IAMD missions.

Additionally, the contractor shall provide support by evaluating the logistical network's ability to support existing and future IAMD facilities, distribution systems, and establish necessary replacement inventory. The analysis shall evaluate the feasibility, sustainability, and risks which exist in the present IAMD environment. Based on existing procurement and planning criteria, the contractor shall also assist in identifying and evaluating all potential logistical failure points that could inhibit future IAMD systems capabilities and effectiveness and making recommendations for improvement.

C.4.7.5 SUBTASK 5 – IAMD INFORMATION ARCHITECTURE ANALYSIS

USEUCOM is also looking for analyses of cyber technology, namely the capability to identify and make recommendations to mitigate susceptibilities/vulnerabilities for existing/future IAMD architecture, software and hardware, and evaluation of areas requiring further attention. To accomplish this, the contractor shall assess and evaluate the existing IAMD information architecture to identify existing and potential vulnerabilities which have or could result in disruptions to service/mission or are susceptible to infiltration. The contractor shall also provide recommendations for mitigation for identified vulnerabilities. USEUCOM and components desire to examine operations in order to assess the effectiveness of existing information processing architecture, policies, and personnel to exchange critical data. This includes providing an analysis of the interoperability of systems within the IAMD community to include EUCOM, components, adjacent COCOMs, and partner nations. The evaluation shall include a technical study of the various C2 systems, alternate methods of information exchange, single-point failures, and geographic barriers to unimpeded flow of critical mission data. The report shall detail USEUCOM integration with various non-U.S. entities and the vulnerabilities exposed by the dissimilar systems and provide potential solutions to mitigate vulnerabilities. A detailed evaluation and assessment of the BMD information systems and IAMD information architecture, as described above, shall be provided in an IAMD Information Architecture Vulnerabilities Evaluation (**Section F, Deliverable 35**).

C.4.8 TASK 8 – INFORMATION OPERATIONS AND SPECIAL ACTIVITY DIVISION (IOSAD) SUPPORT

This task shall provide support to the USEUCOM Information Operations and Special Activity Division (ECJ39) community. Under this task, the contractor shall analyze and produce assessments which evaluate friendly and adversary operations, capabilities, objectives, and gaps as they pertain to the IO mission. This includes, but is not limited to, melding strategic goals with capabilities in order to identify future requirements and potential shortfalls; and, examining organizations, systems, processes, interoperability, technology, and personnel. The objective is to provide operational effectiveness, reduce risk, and provide actionable recommendations tailored to the ECJ39.

C.4.8.1 SUBTASK 1 –PROGRAMMATIC SUPPORT

Under this subtask, the contractor shall provide program management support to the ECJ39. This support may include, but is not limited to, overseeing the execution of ECJ39 program security requirements; participating in activity planning; preparing packages and briefings; and, facilitating approval of activities supporting ECJ39 with USEUCOM leadership. The contractor shall review program regulations and submit changes, on behalf of the ECJ39, through the USEUCOM staff for submission to the JS.

The contractor shall also assist the ECJ39 in overseeing the development of a sustainable process for formulating IO metrics; articulating information requirements; establishing regular reporting criteria and timelines to satisfy operational and theatre assessment requirements; and, interfacing with USEUCOM ECJ7 and other theater assessment activities. Under this task, the contractor shall be responsible for supporting activities including, but not limited to the following:

- a. Assess IO activities included in USEUCOM plans and operations.
- b. Develop metrics [measures of effectiveness (MOE) and measures of performance (MOP)] to support aspects of IO planning such as Concept of Operations Plans (CONPLANs), Operations Plans (OPLANs), Country Cooperation Plans (CCP), and theater/regional and crisis action planning.
- c. Articulate to internal USEUCOM and external organizations the information requirements needed to satisfy developed metrics.
- d. Report measurable relevant data to USEUCOM ECJ39 leadership, as required, in order to support command operational and theater assessment requirements.

C.4.8.2 SUBTASK 2 – IO PLANNING

Under this subtask, the contractor shall support USEUCOM in conducting research, forming capabilities, and developing and executing IO plans. USEUCOM will look to the contractor to provide expertise in articulating information requirements needed to drive IO planning; establishing regular reporting criteria and timelines to satisfy operational and theatre IO information requirements; and, interfacing with USEUCOM ECJ2 and other theater intelligence activities. As directed by Headquarters (HQ) USEUCOM, the contractor shall provide IO support to the USEUCOM subordinate service component commands as well.

The contractor shall support to activities including, but not limited to, the following:

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- a. Integrate and synchronize theater IO efforts into IO plans and operations to address current and future OPLANs.
- b. Review of all EW, Military Information Support Operations (MISO), Military Deception (MILDEC), Cyberspace Operations (CSO), and Operations Security (OPSEC) activities.
- c. Analyze the development of procedures, organizations, and the allocation of IO responsibilities and tasks to intelligence and operational organizations across the region.
- d. Support the analysis and implementation of IO and Special Technical Operations (STO) tools and capabilities.
- e. Support IO in experiments, exercises, and other events.
- f. Design and insert IO activities into the USEUCOM Regional/Country Cooperation Plans (RCP/CCP).
- g. Support development of CONOPS and requirements for IO capabilities and programs that will enhance warfighting capabilities.
- h. Provide options that utilize IO and STO capabilities to enhance current operations, crisis response, and force protection.
- i. Provide support to the conduct of theater scenario exercises with Command elements utilizing strategic and operational IO capabilities.

C.4.8.3 SUBTASK 3 – OPERATION ASSURED VOICE (OAV) SUPPORT

USEUCOM requires contractor support in the development of metrics to support command operational and theater assessment requirements and to support OAV. OAV provides the strategy for all IO planning for USEUCOM. Similar to subtasks above, USEUCOM desires the contractor to create and establish a sustainable process for formulating metrics, articulating information requirements, and establishing regular reporting criteria and timelines for maintenance of OAV. In its analysis of OAV, the contractor shall consider operational and theater assessment requirements; interfaces with USEUCOM communication capabilities; other theater IO activities; TCP changes; and, higher-level guidance. The contractor shall represent ECJ39 in Communications and Engagement planning meetings related to OAV as directed by USEUCOM.

Under this subtask, the contractor shall also provide IO support to the USUSEUCOM subordinate service component commands. For example, for NAVEUR, the contractor's focused area of IO responsibility shall be the OAV and the contractor shall work to execute the OAV mission while working toward the goals of NAVEUR and ensuring all support is consistent with IO plans. The contractor shall also analyze and provide recommendations for Maritime Supporting Plans (MSP) development and IO assessments. Additionally, the contractor shall support capability development activities through interactive communications, meetings, and coordination with other staff elements/components/COCOMs; and, foster innovative ideas to improve processes, procedures, and promote USEUCOM's IO objectives.

C.4.8.4 SUBTASK 4 – IO INTELLIGENCE ANALYSIS

USEUCOM has a multi-tiered sensitive compartmented program and USEUCOM requires contractor security assistance support and expertise to manage the program. The contractor shall support USEUCOM by providing operational and strategic planning expertise to support the development and implementation of sensitive compartmented plans and activities to be conducted by USEUCOM. This support could include, but is not limited to, preparing detailed intelligence estimates and operational proposals and performing collection management. In

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collaboration with the USEUCOM ECJ2, the contractor shall identify, develop, and synchronize intelligence requirements through all-source research. Classified and unclassified data sources in support of these compartmented activities and in accordance with USEUCOM requirements shall be employed. Contractor support under this subtask includes, but is not limited to, the following:

- a. Developing, nominating, and coordinating collection requirements within USEUCOM and the wider Intelligence Community (IC).
- b. Collaborating support across the tactical, operational, and strategic information spectrum throughout USEUCOM (including its components), the JS, service subject matter experts, other COCOMs, and the IC.
- c. Responding to Requests for Information (RFIs) for intelligence issues within the theater, ranging from phone responses to questions received during normal business hours to formalized responses requiring in-depth research and analysis taking several weeks.
- d. Developing and maintaining processes to facilitate multi-disciplined intelligence support to ECJ39 special activities and USEUCOM components.
- e. Maintaining a thorough awareness of worldwide intelligence activities as they relate to ECJ39 guidance.
- f. Participating in activity planning; preparing packages and briefings; and, facilitating approval of activities supporting ECJ39 with USEUCOM leadership.
- g. Facilitating intelligence support through the JS and the IC.
- h. Representing ECJ39 in providing direct support to USEUCOM plans and operations.
- i. Reviewing intelligence related program regulations and submitting changes on behalf of ECJ39.

The contractor shall also provide support to the USAREUR IO by researching, analyzing, and producing near- and long-term all-source assessments on political, military, economic, social, criminal, terrorism/counter-terrorism, or multi-discipline intelligence issues in response to G7 information/intelligence requirements. Through classified research of theater and national level resources, including data bases and open source information, the contractor shall provide timely written and oral assessments. These assessments shall be specialized to political, military, and terrorism/counter-terrorism threats in support of a wide-range of operations, plans, and exercises. Other contractor support that shall be required includes, but is not limited to, the following activities:

- a. Interpreting complex political and economic developments and providing concise and coherent briefings on sensitive USAREUR issues.
- b. Preparing specialized analytical products to support of IO planning, operations security and protection of the force activities, cyber activities, and other influence activities, such as determining adversary intelligence collection methods, conduits, capability, and intent.
- c. Performing I&W analyses.
- d. Analyzing and producing IO collection requirements in support of intelligence gaps and working with the USAREUR G2 to develop, identify, validate, and coordinate collection priorities.
- e. Collaborating with the USAREUR G2 to participate in analytical exchanges; and, to liaison and coordinate with joint U.S., allied, and coalition intelligence organizations.
- f. Coordinates with USAREUR G2 for multi-disciplined intelligence and information gained from law enforcement activities including coalition, allied, host nation, and national agencies.

- g. Supporting USAREUR G7 Phase 0 shaping and steady-state operations as well as phase 1-5 operations, and providing appropriate estimates and input to orders/planning documents.
- h. Coordinating and working with other staff elements and agencies as required.

Finally, the contractor shall support the USSOCEUR SOJ39 in providing security assistance support to USSOCEUR-conducted plans and activities by conducting periodic, comprehensive IO assessments and evaluations of USSOCEUR's IO programs. The contractor shall also develop products in supporting mission areas, plans, and operations; and, unclassified information sharing (UIS) technologies.

C.4.8.5 SUBTASK 5 – ALTERNATIVE AND COMPENSATORY CONTROL MEASURE (ACCM) SYSTEM

USEUCOM and other client agencies require support with the development and implementation of a formalized, coordinated, sustainable, automated, and assessable process for the management of the Alternative and Compensatory Control Measure (ACCM) system and other security programs. The contractor shall develop and coordinate USEUCOM and other client agencies policies and instructions for Special Activities programs, along with instruction for the implementation and execution of the ACCM and Focal Point Protection programs (FPP). The contractor shall develop and implement the following:

- a. Metrics (MOE and MOP as required) to support aspects of FPP planning (FPP program implementation, TCP, CONPLANs, OPLANs, and crisis action planning to include receipt, storage, and transmission of FP information within USEUCOM and other client agencies).
- b. Automated workflow processes from access requirement through briefing to de-briefing within the ACCM and FPP programs.
- c. Initial plan of instruction IAW the Instructional System Development (ISD) model.
- d. Annual plan of instruction IAW the ISD model.
- e. Assessment processes and criteria for tracking personnel accessed to ACCMs with timeline associated from identification to actual briefing.
- f. Assessment processes to determine efficacy in coordinating cross-COCOM clearance transmission.

C.4.8.6 SUBTASK 6 – SHAREPOINT CONTENT MANAGEMENT

The contractor shall provide SharePoint Content Management to include end-user support services for ECJ39 SharePoint SIPR and NIPR Environments. The contractor shall apply knowledge of information design and architecture, usability, journalism, communications, and related fields to produce professional quality content. This work may include developing use-cases for information delivery, organizing, managing, maintaining, updating, writing, integrating, and editing SharePoint Content.

The contractor shall be responsible for developing and maintaining the baseline for the ECJ39 Portal pages, as well as, converting and cataloging dynamic/non-standardized reports to ensure USEUCOM and DoD users have access to these reports in a secure manner. The contractor shall perform specific duties that includes, but is not limited, to:

- a. Uploading and managing USEUCOM ECJ39's SharePoint content.

- b. Troubleshooting content-related issues, processes, user accounts, security issues, and procedures within enterprise SharePoint portal applications.
- c. Serving as the technical lead for the USEUCOM ECJ39's SharePoint activities by liaising with both ECJ39 users and the Enterprise SharePoint team.
- d. Serving as USEUCOM ECJ39's point-of-contact for security issues associated with the portal and maintaining a cyber-security awareness to understand how a potential adversary may conduct nefarious activities against the portal.
- e. Monitoring performance of ECJ39's SharePoint instances.
- f. Advising the staff on proper document profiling and customization.
- g. Streamline existing and/or design new methods/capabilities to manage USEUCOM ECJ39's information.
- h. Providing user training to enhance the ECJ39's ability to distribute information.
- i. Serving as the ECJ39's Knowledge Management SME by liaising with USEUCOM's Knowledge Management team.

C.4.9 TASK 9 – OPERATIONAL INFLUENCE PLATFORM

The contractor shall provide support and assistance to the USEUCOM ECJ39, in conducting market research, creative and content development, and best-in-class digital and traditional behavior change marketing techniques within areas of interest in the USEUCOM AOR and neighboring COCOM's AORs in direct support of military objectives and operations. This includes providing services in market research and analysis, digital and traditional marketing, and application of those methods. The contractor shall possess detailed knowledge of the European media environment to include EU and host nation laws and regulations. All products provided by the contractor and any accompanying reports shall be complete, ready for distribution, consistent with a high level of quality control, culturally sensitive and appropriate, encompass a wide range of topics, and relevant to the audience identified by USEUCOM ECJ39. The contractor shall participate in USEUCOM working groups serving as a traditional and digital media marketing subject matter expert (SME). If directed by USEUCOM, the contractor shall also provide this SME support on the behalf of USEUCOM to other DoD and interagency partners. Additionally, as requested by USEUCOM, the contractor shall provide training to relevant USEUCOM staff on the use of traditional and digital media in support of operations.

The primary objective of this task is to develop integrated marketing, outreach, and communications in support of themes and objectives derived from the USEUCOM TCP objectives, emerging contingencies, and approved plans and programs in direct support of military objectives and operations. The contractor shall develop, produce, disseminate, deliver, and assess the effectiveness of localized and culturally appropriate content. The contractor shall utilize modern behavior change marketing techniques to identified foreign audiences, influencers, and key communicators, and assess the effectiveness of messaging on their behaviors. As emerging technologies become available, the contractor shall be responsible for incorporating them into deliverables and programs. The contractor shall also advise USEUCOM IO planners on OIP task integration and provide recommendations and inputs into the USEUCOM planning efforts including deliberate, crisis, and steady state. The subtasks identified below will be required to be performed with Government supervision. All reports produced and data provided by the contractor shall be in a format agreed upon by the contractor and USEUCOM, and adjusted as necessary. At the start of performance of this task, one target

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audience program will be operational and as approvals of a proof of concept are gained, contractor-required support will be expanded to other countries and regions. On-going research across the USEUCOM AOI shall be required beginning at the start of performance of this task.

For all work performed under this task, at no time will the work performed by the contractor or the deliverables and data produced by the contractor target or collect data on U.S. citizens. All information must be truthful and clearly attributable to USEUCOM and the contractor shall operate within and in accordance with USEUCOM authorities and permissions.

The Government will retain full ownership of all content developed in support of this USEUCOM OIP task.

Upon conclusion of work under this task, the contractor shall transfer ownership of all website addresses, applications, and log in and user names of all applications created or used during the TO performance to USEUCOM.

C.4.9.1 SUBTASK 1 – TARGET AUDIENCE RESEARCH

The contractor shall conduct industry standard research on target audiences, as specified by USEUCOM and in multiple regions across the USEUCOM AOI, in order to develop an understanding of these highly complex audiences. The contractor shall utilize available industry data, including market data available for purchase, and outside reports and other data provided by USEUCOM, and develop audience profiles for the areas of interest. Where standard data tools are not available, the contractor shall be required to conduct non-traditional forms of primary research. The contractor shall provide demographic/segment data (**Section F, Deliverable 36**) on audiences in the area of interest to the Government. This data could include, but is not limited to, age, gender, external, and internal conditions and influences that drive their behavior, media consumption, geographic concentration of USEUCOM identified groups or segments (i.e. military age individuals), online/digital concentration, and networks (both real life and digital). The contractor shall also identify Key Communicators to target audiences, including, but not limited to, biographical data, professional background, educational background, personal background, influencer qualifications, political/state affiliations, user activity, platforms they are active on, their online messaging/objectives, and their audience/followers. The contractor is also responsible for validating any open source information using Secure Internet Protocol Router (SIPR) and Joint Worldwide Intelligence Communications System (JWICS) tools.

C.4.9.2 SUBTASK 2 – TARGET MARKET RESEARCH

The contractor shall conduct industry standard market research in areas designated and prioritized by USEUCOM. Research shall include, but is not limited to, the identification of evolving media vehicles and platforms (such as traditional or digital for example) and their characteristics; advertising costs in the various types of media; and, market tactics utilized in the area. The contractor's research shall focus on the identified geographic markets, regions, and audiences and shall ensure that information on U.S. persons is not collected or utilized. The contractor shall provide the following (**Section F, Deliverable 37**) to the Government:

- a. Major media outlets and audience segments media consumption characteristics in the target market which could include traditional media as well as digital media outlets (including, but not limited to, social media) and available advertising options and networks used in the target market.

- b. Advertising costs [e.g., cost per thousand impression (CPMs)] for each media vehicle or platform, by language.
- c. Recommended mobile platforms, connections (for example 2G or 3G), network architecture, and hardware and software capabilities in the target market.
- d. Languages used in various media outlets.
- e. Ownership and alignment (including, but not limited to, pro-USEUCOM objective or anti-USEUCOM objective) of various media platforms.
- f. Instances of censorship/one sided reporting, or intentional blackouts (including but not limited to, jamming).
- g. Methods to shape the identified media landscape and new and emerging marketing technologies and techniques; and, to maximize use of industry best practices.

The contractor is also responsible for validating any open source information using SIPR and JWICS tools.

C.4.9.3 SUBTASK 3 – PROGRAM STRATEGY AND TACTICAL PLAN

The contractor shall provide a Program Strategy and Tactical Plan (**Section F, Deliverable 38**) that contains the rationale for executing the program, measurable objectives, target audience information, tactics, detailed timetables, work plans, and budgets. Plans shall include strategies and tactics that are actionable and measurable. When developing the Program Strategy and Tactical Plan, the contractor shall utilize information gathered under subtasks 1 and 2 above. The contractor shall also propose MOE, MOP, and return on investment (ROI) that can be used by USEUCOM to evaluate the successful execution of the plan. The contractor's proposed measures of effectiveness and ROI will be reviewed and approved by USEUCOM before being implemented. The contractor shall be responsible for monitoring the implementation of the Program Strategy and Tactical Plan.

C.4.9.4 SUBTASK 4 – DIGITAL PLATFORMS

The contractor shall develop and/or customize user-centered digital destinations that may include, but not be limited to websites, mobile apps, and social media pages/handles and other media development platforms (**Section F, Deliverable 39**). The following are the deliverables for digital platforms; the contractor shall work with the Government to determine the appropriate platform(s).

- a. **Websites** – the contractor shall be responsible for implementing a scalable and non-proprietary content management system (CMS) and establishing a secure and stable hosting environment. Websites shall utilize device-agnostic responsive design (mobile) and adhere to usability best practices. USEUCOM requires that all USEUCOM OIP platforms be operational and accessible on the Internet 24 hours a day, seven days a week, with a 99% reliability rate. USEUCOM also requires U.S.-based secure hosting environments, preferably in a cloud hosting environment. Websites will require one-click attribution, clearly identifying that information is being provided by USEUCOM.

The contractor shall conduct continuous security monitoring of all hosting platforms under control of the contractor. The contractor shall employ industry best practices for proactive information security such as virus scan tools to include intrusion detection & countermeasures; preventive security scans daily; virus and Trojan horse protection; and, daily incremental backups and weekly complete backups. The contractor shall maintain

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compliance with Industry and DoD Information Assurance Vulnerability Advisories published by the DoD Computer Emergency Response Team (CERT) as applicable.

The contractor, after getting final approval from USEUCOM, shall secure rights to the chosen URLs (as well as those of similar URLs, i.e. .com, .net, .info, .org) as required by USEUCOM.

- b. **Mobile Applications** – the contractor shall develop custom mobile applications across potential mobile platforms such as iOS, Android, Windows, and Blackberry. The custom mobile applications shall include mobile user experience and human computer interaction best practices. The contractor shall provide expertise in development frameworks which can include, but are not limited to, Django, PostgreSQL, and CouchDB. All mobile applications shall be machine and user tested across devices, platforms, and operating systems. In addition, the contractor shall provide expertise in successfully receiving approvals for applications to be listed on Apple iTunes, Google Play, Windows Store and other relevant mobile app marketplaces.
- c. **Social Media Pages and Handles** – the contractor shall setup and customize social media profiles, pages, handles (e.g., Facebook Company pages, Twitter accounts, YouTube channels), and implement industry best practices. The contractor, after receiving final approval from USEUCOM, shall secure rights to the chosen social media handles as required by USEUCOM. The contractor shall establish and receive USEUCOM approval on a comment feedback system to receive, translate, recommend approval of, and post, as appropriate, all comments regarding content, including, but not limited to, original individual features or news summaries.
- d. **Blogs** – the contractor shall setup and customize blogs using blog management platforms (e.g., WordPress, Blogger) or other blog platforms (e.g., Tumblr) following industry best practices and in accordance with USEUCOM approved authorities. The contractor shall establish and receive USEUCOM approval on a comment feedback system to receive, translate, recommend approval of, and post, as appropriate, all comments regarding content, including, but not limited to, original blog posts or user responses.
- e. **Email** – the contractor shall implement and customize an email management service (EMS) to manage, deploy, and report on all email communications to support distribution of direct email marketing (e.g., daily summaries, topic specific email summaries). The contractor shall provide translated emails to USEUCOM within a reasonable time period (48 hours or less). The contractor shall be responsible for providing any translation and the translation shall be languages in which the content is published. If an email or comment is received outside of the content language(s), then a computer based translation service may be used.
- f. **Emerging Platforms** – the contractor shall develop and/or customize user-centered digital destinations on new or emerging digital platforms as they become available or are determined to be relevant to programs.

C.4.9.5 SUBTASK 5 – CONTENT DEVELOPMENT AND DISTRIBUTION

As detailed in the approved strategy and tactical plan referenced above, the contractor shall identify and provide USEUCOM with detailed, local information types and sources; and,

procedures to be used in obtaining, organizing, analyzing, and incorporating this information into content. Content requirement may include, but is not limited to, text, graphics, video, audio, audio-visual components, and any other information featured on relevant platforms. Content submitted by the contractor shall demonstrate an intimate knowledge of the regional media markets, as well as, the cultural, social, political, and economic dynamics for the target region and target audiences. The content shall demonstrate an understanding and reflection of local and regional perspectives to include the use of indigenous terms and dialects. The content shall also use items and events of regional interest and developed techniques to transmit timely, accurate, and comprehensive messages as required by USEUCOM. The content shall provide open and unbiased analyses of major events in the targeted regions and the ramifications of those events on the target audiences. All content shall be oriented toward identified foreign, target audiences and not on U.S. audiences. Finally, except when directed by USEUCOM, the content shall not replicate the role of DoD Public Affairs or address U.S. foreign policy issues. Rather, the content shall reflect native/indigenous understanding and journalism, politics, academics, security, culture, entertainment, and other aspects of USEUCOM objectives.

The contractor shall be responsible for dissemination and distribution of content to USEUCOM and third-party platforms (e.g., news websites, aggregators, bloggers) that shall ensure delivery of content to the target audience in the USEUOCM AOR in direct support of USEUCOM objectives and operations. The contractor shall develop a network of content providers in areas identified by USEUCOM and shall provide content in accordance with USEUCOM objectives. A content development workflow shall be established by the contractor that provides an efficient method for USEUCOM to review and provide feedback and approval.

The contractor shall also develop news dissemination platforms in relevant target audience regions to ensure delivery to the target audience in the USEUOCM AOR in direct support of military objectives and operations. The distribution and dissemination of content in these relevant target audience regions shall be ongoing. Finally, the contractor shall provide periodic content dissemination, media monitoring, and social media monitoring reports that reflect relevant metrics which may include, but are not limited to, media impressions, web reach, social reach metrics, and, when relevant, sentiment analysis.

C.4.9.6 SUBTASK 6 – CREATIVE ADVERTISING DEVELOPMENT

For each target audience and based on the USEUCOM approved strategy and tactical plan (see above), the contractor shall create targeted messages and materials which may consist of broadcast (e.g., TV, radio, cinema), print, outdoor, digital, and other advertising. Based on their approved strategic and tactical plan, the contractor shall present creative concepts for USEUCOM review, comment, refinement, and approval. The contractor shall ensure the following are taken into consideration in the development and execution of creative advertising materials:

- a. Unique characteristics, experiences, norms, values, behaviors, and beliefs of the targeted audience, and relevant historical, environmental, and social forces are taken into consideration in the development and execution of creative advertising materials.
- b. All materials—traditional, digital, and non-traditional—are prepared in a format consistent with industry practice and are in formats that are industry standard and

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designed for use in accordance with the paid media plan and other aspects of the approved strategic and tactical plan.

- c. All necessary and applicable terms of services, privacy, security, and other best practices and legal requirements are completed prior to disseminating creative materials.

Additionally, when applicable and based on local laws and regulations, the contractor shall:

- a. Negotiate usage rights for television, radio, print, and digital materials, as necessary, and procure the proper ad usage rights for placement.
- b. To the extent reasonably possible, not use talent, graphics, music, or other media that will require residual payments.
- c. Maintain complete documentation concerning talent contracts, music rights, and any information needed to determine legal issues involving broadcast or use or distribution of any and all broadcast products to any audience at any time.
- d. Ensure that all talent, images, and other materials are negotiated to include buy-out rights as available and at least cover the duration of the TO period of performance.
- e. Provide to USEUCOM all finalized creative materials, including supporting paperwork. Creative materials files shall include all source files and supporting files including, but not limited to, artwork, fonts, images, and illustrations used to create the products.

All creative products shall become the property of USEUCOM, outright, and shall be provided upon completion of the task. USEUCOM shall have full and complete ownership of all copywriting, designs, illustrations, photography, and any other creative work produced to fulfill the requirements of this task. This includes all creative material produced by the contractor and those materials bought from subcontractors and other vendors (e.g, stock photography suppliers). It is the contractor's responsibility to itemize the necessary costs and to assure that full ownership rights pass to USEUCOM.

C.4.9.7 SUBTASK 7 – PAID MEDIA PLANNING, BUYING, AND OPTIMIZATION

As required by the approved strategic and tactical plan, the contractor shall plan and execute paid media campaigns. The campaigns shall be documented in Paid Media Plans (**Section F, Deliverable 40**) which shall include, but are not limited to:

- a. Description of strategy and associated marketing objectives, including an approach to channel planning.
- b. Media plan that demonstrates in-depth knowledge of the media consumption habits of intended audience including, but not limited to, how the buys will support: objectives, estimated reach, frequency, and cost.
- c. Media mix, including breakdown of percentage spent by media type.
- d. Media flighting chart including each media type to demonstrate various suggested flight times, media weights/insertion levels, and other relevant factors.
- e. Analytical measurement plan to track success, determine the effectiveness of paid media efforts, and plans for mid-course adjustments if desired outcomes are not being achieved.
- f. Negotiation of bonus media weight or added-value media.
- g. Proof of performance consisting of, but not limited to, progress reports, media vendor invoices, tear sheets, affidavits of performance for broadcast, vendor invoices, match reports, airchecks, screenshots, photographs, and third-party media tracking solutions to ensure campaign delivery and to verify media billings.

- h. Whenever possible, contractor shall always negotiate for value-added.

C.4.9.8 SUBTASK 8 – REPORTING AND PROGRAM ASSESSMENT PLAN

The contractor shall assist USEUCOM in the development of quantifiable metrics that will be used to evaluate the success of programs and target audience behavior change based on industry standard methods. The contractor shall provide a Program Assessment Plan (**Section F, Deliverable 41**) that shall utilize industry standards of MOE, MOP, and ROI; and, include contractor-proposed metrics for the planning stage of the program. USEUCOM will take the contractor's recommendations into consideration and USEUCOM will determine the metrics and MOE that will be utilized under this task.

The contractor shall support Government directed MOPs of programs executed as part of this TO. The contractor shall specifically establish baselines from which MOP will be measured and compared. This may involve the contractor granting access to third parties evaluating the performance of some or all elements of this TO.

Ongoing Reports (**Section F, Deliverable 42**) that provide ongoing metrics reporting measuring MOP metrics shall be provided by the contractor on a monthly, quarterly, and annual basis and shall include Key Performance Indicators (KPIs). An example could include, but is not limited to, poll questions related to desired behaviors and objectives. At the conclusion of each program, the contractor shall provide Wrap-Up Reports (**Section F, Deliverable 43**) to USEUCOM.

C.4.9.9 SUBTASK 9 – MISSION EXECUTION SUPPORT

The contractor shall provide support to ensure successful execution across all subtasks. The support shall include, but is not limited to:

- a. **Translation support** – the contractor shall provide full translation support as applicable to execution of all subtasks. Translators shall be highly-trained professionals, native speakers of the target language, and have experience in professional translation. Translators shall employ the American Translators Association (ATA) – recognized methodologies to verify native translation. Where it is applicable and consistent with industry best practices, the contractor may provide automated translation support; however, USEUCOM may require that automated translation support be reviewed and/or validated. All language and translation requirements are subject to change over the life of this TO.
- b. **System Support** – the contractor shall ensure system availability as follows:
 - i. Troubleshoot and return system(s) to an operational state within two hours of being taken offline due to maintenance/communications connection problems.
 - ii. Replace components/parts/server, as necessary, to maintain platform availability.
 - iii. Provide maintenance response within two hours of being notified of maintenance problems.
 - iv. Maintenance shall be available, if required by USEUCOM, 24 hours per day, seven days per week.

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- c. **User Support** – the contractor shall provide user support across all digital platforms (e.g., mobile apps, websites, social media platforms), within a USEUCOM established service-level (e.g., responses to user questions within 3 hours).
- d. **Client Support** – the contractor shall provide on-call analytical, technical, and consulting support to maintain digital platforms on a 24/7 basis. The service level for such client support shall be one hour response during business hours (Central European Time) and three hour response time outside of business hours (Central European Time).

C.4.10 TASK 10 – ARMY ADAPT THE FORCE (AtF) ASSESSMENT

FORSCOM, as the Adapt the Force Line of Effort Lead, along with the Army's Force Providers, USAREUR, USARPAC, USASOC and ARNG, collaborate with COCOMs and other ASCCs, and are responsible for synchronizing, coordinating, and integrating C-IED initiatives into the Army Force Generation (ARFORGEN) process. AtF facilitates homestation training and ensures that C-IED capabilities are integrated at the right time in the training cycle to ensure units are manned, equipped, and trained to conduct C-IED operations when deployed to the theater of operations and in support of homeland defense and civil support operations.

Training and Doctrine Command (TRADOC) assists FORSCOM by working with capability and resource providers from across the Army and Joint CIED community to integrate DtD and AtN capabilities across DOTMLPF domains. TRADOC also assists FORSCOM by capturing, analyzing, and disseminating observations, insights and lessons (OIL) about the current IED threat and TTP to inform CIED training and capability development.

The Joint Improvised Explosive Device Agency's (JIDA formerly JIEDDO), an Army Combat Support Agency, mission to rapidly provide C-IED capabilities in support of Combatant Commanders and to enable the defeat of the IED as a weapon of strategic influence is the DoD counterpart to the Army's AtF Enterprise.

C.4.10.1 SUBTASK 1 – ENTERPRISE-WIDE TRAINING METHODOLOGY

The contractor shall use the outputs from the assessments and analyses conducted under this TO and any other relevant information sources to provide an Enterprise-Wide Strategic Training Methodology Framework (**Section F, Deliverable 44**). This framework shall identify how the contractor will work with the Army to AtF through training and the framework to make recommendations as to how to best enhance the operational effectiveness of the troops in IED environments and other threats around the world. One of the objectives of this TO is to introduce synergies and collaboration amongst the Army organizations in terms of training methodology and curriculum. The contractor shall ensure efficiencies are gained and minimize redundancies, where it is appropriate and makes sense, based on the structure of that particular organization. As a part of the contractor's strategic framework, the Army is seeking recommendations on innovative training approaches which can be used to combat the challenges posed by IEDs and other threats.

The majority of the training currently provided is in a traditional, classroom-based environment at the home station. In some situations and environments, that may be the best approach; however, the Army will look to the contractor to identify ways the Army could introduce technology and other innovative training approaches into the current training model. One of the priorities for the Army is to improve the readiness of units while making efficient use of limited

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home station resources. The contractor shall develop recommendations as a part of the framework regarding the incorporation of LVCG in order to prepare units for the CTC rotation and real world deployments. Use of LVCG training is inconsistent throughout the ASCCs with the ARNG employment at the Home Station training lanes, readiness centers and unit armories..

The Government also is looking for recommendations regarding how to effectively and efficiently maximize the use of LVCG throughout the Army; in other words, where does it make the most sense? The contractor shall analyze and assess the data it collects during unit training and incorporate that with industry best practices; Home Station training resources; threat and unit capabilities; and, any other relevant sources to craft these recommendations on how the Army can evolve and most effectively and efficiently deliver mission-critical threat training.

One of the objectives over the course of this TO is to introduce more efficient and effective training delivery methodologies. Currently, FORSCOM, USARPAC, USAREUR, USASOC, and ARNG each utilize slightly different training methodologies. This is because each operates as a separate entity in a unique environment with varying limitations and for that reason, a unified methodology across all five organizations would not be effective. However, the Government is looking to the contractor to make recommendations regarding how each organization can become more efficient and effective with regard to its training delivery methodology.

FORSCOM and USASOC all have a traditional, classroom-based training model with units attending classes on base at their home station across the U.S. USAREUR utilizes a traditional, classroom-based model as well; however, all contractor trainers are fixed with the units and training is currently provided at the European locations listed in Section F below. USARPAC has evolved into a Train the Trainer (T3) model and is comfortable with its current model, but has yet to determine the optimal frequency of master training courses each year and how to incorporate refresher training. USARPAC training occurs throughout the Pacific region at the sites listed in Section F below.

FORSCOM, USASOC, USAREUR are looking for recommendations from the contractor as to how they could evolve towards incorporation of the T3 model, where appropriate, to make the training process more efficient and effective. ARNG, on the other hand, has a more blended approach utilizing both LVCG and some classroom-based training as teaching methodologies, then practice what has been learned with live, in-person exercises. One of ARNG's limitations is that it often does not have access to the various Counter Radio-Controlled Electronic Warfare (CREW) systems or C-IED training devices and equipment that the other ASCCs and COCOMs do; instead, it relies on the LVCG to allow units to see where everything is and how they work without ever having touched the equipment.

The scope is not just limited to AtF at home, the contractor shall also recommend methods to AtF for the deployed forces operating in uncertain environments, whether it is a routine deployment or combat operations, where traditional training methods, such as the Army Training Network, are unavailable. These forces face varying types of threats and as the technology evolves and new threats emerge and evolve, the forces need to be trained in theater to respond to these threats. For example, unit may be trained on a certain type of IED threat that it is expected to encounter during deployment. However, when the unit arrives in theater and discovers a new type of IED threat has materialized, the unit must be equipped to defeat the device and ensure survivability.

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In researching training methodologies, the contractor shall not just focus on traditional classroom-based delivery methods. The contractor shall also research existing documentation, publications, procedures, lessons learned, Master Scenario Event Lists (MSEL), and professional literature to highlight program documents facilitating "best practices" for joint and combined exercise programs.

C.4.10.2 SUBTASK 2 – ENTERPRISE-WIDE TRAINING COURSE MANAGEMENT AND CURRICULUM DEVELOPMENT

Army Regulation 350-1 (**Section J, Attachment L**) directs C-IED training for units prior to deployment; however, it does not dictate where and when the training must occur and there is not a set training schedule at each training location. The contractor shall be responsible for the coordination and scheduling of unit training at each location. It shall be the contractor's responsibility to integrate itself within the units at a particular location/home station and work with the units to schedule their required training sessions. Essentially the contractor shall market the courses it provides and ensure seats are filled.

The Government is also looking to the contractor to recommend how training courses can be managed and tracked across the Army. The contractor shall provide the Government with recommendations regarding how the Army can best utilize the existing Army Training Systems of Record, such as the Army Training Requirements and Resources System (ATRRS) and the Digital Training Management System (DTMS), to best fulfill this need. The Government desires to have the contractor-provided training courses included in a system(s) of record to provide a more automated process for units/forces to sign-up for courses. Inclusion in the system(s) shall also provide the Government with the ability to track who took what courses, where, and when as well. The contractor shall document its analysis and recommended approach(s) in an Enterprise-Wide Training Course Management Methodology Framework (**Section F, Deliverable 45**). The Government will select a contractor-recommended approach. Once the Government approval is received from the TPOC, the contractor shall proceed with its approved strategy and shall utilize this system or process to track who has taken which classes, when and where for all training provided by the contractor.

Part of training management is also finding ways to measure the effectiveness of the training provided. The contractor shall provide AARs following the completion of each training course conducted or exercise supported as detailed below in the Army C-IED Training Support task. However, the Government is also looking for contractor recommendations regarding how the Army could assess the effectiveness of training months after its completion to check in with those who took the course or participated in the exercise to not only ensure proficiency was retained, but to also to determine if a refresher needs to be provided because the threat has changed in some way. The contractor shall provide recommendations to the Government regarding how to assess the effectiveness and if a refresher needs to be provided, how that can most efficiently and effectively be accomplished.

Also keeping in line with the TO objectives to build synergies and increase collaboration and knowledge sharing across the Army organizations in scope of this task, is the Government's requirement for a standardized curriculum development process. The objective is to utilize a base set of TSPs and modules for C-IED training across the Army. The intent is so that a unit receiving training in Texas is receiving the same training as a unit in Alaska. The base set of

TSPs and modules shall be modified and customized as necessary to fit the requirements of specific Army organizations or accommodate for any regionally-specific threats. The current set of Army C-IED TSPs can be found at: <http://www.forscom.army.mil/CI2C>

The Contractor shall develop advanced instructional capabilities for intelligence professionals and other service members. This training may be executed on the ground and while airborne onboard USAF-owned aircraft and other aircraft as required by the government.

C.4.11 TASK 11 – TRAINING SUPPORT

C.4.11.1 SUBTASK 1 – HOME STATION COUNTER-IMPROVISED EXPLOSIVE DEVICE (C-IED)/IRREGULAR WARFARE TRAINING

The objective of this subtask is for the contractor to implement effective and relevant training curriculums to equip warfighting units with the ability to identify and target adversaries in a hybrid threat environment. This will result in minimized risks and increased unit survivability in the ever evolving threat environment. The contractor shall deliver specialized TTP training to include “hands-on” training, simulation, and exercises and practical application at the CTC, installations, camps and stations, both CONUS and OCONUS at the locations listed in Section F below.

There are three levels of training in scope of this TO.

- a. **Individual training** – the most basic level of training, general information regarding the material or non-material device is provided; operator level training.
- b. **Collective training** – a CTE exercise typically held at the home station simulating what units will face in the operation environment when deployed. It is an opportunity to apply the knowledge learned at the installation during the individual and leader training. The focus of this training is the collective group
- c. **Leader training** – emphasizes a Train-the-Trainer (T3) approach at the unit home station locations. In the T3 approach, company grade non-commissioned officers/officers train their units the individual and collective training required for the unit to meet its mission requirements.

On occasion, the contractor staff conducting training shall be required to travel with or to the unit to observe the CTE or another offsite training event to provide training, mentoring, and coaching and provide the Government with feedback regarding the effectiveness of the individual and collective training conducted. Additionally, as required by the Government, the contractor staff shall be prepared to surge support to particular location(s) at any given time.

This subtask has two areas of focus, AtN and DtD. With Government approval, the contractor shall develop TSPs and training scenarios. The TSPs are actual training material and documentation delivered to units during the training sessions. The contractor developed training documentation shall be based on current analyses of the operational environment(s) in order to keep pace with the evolving threat environment. The content of the TSPs shall be tailored to the projected COCOM AOR. The contractor shall also work closely with existing Army Communities of Practice to ensure alignment across the various ASCCs and COCOMs. Additionally, the contractor shall integrate technical and operational information into training

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through ongoing curriculum updates and revisions in coordination with training center and home station personnel.

AtN provides a focused approach to understanding and operating against a well-defined type of enemy activity—such as terrorism, insurgency, or organized criminal actions—that threatens stability in the operational area and is enabled by a network of identifiable nodes and links. AtN line of operation enables offensive operations against complex networks of financiers, threat fabricator(s), trainers, and their supporting infrastructure by providing threat surveillance, reconnaissance, information operations, counter-bomber identification, biometrics, and weapons technical intelligence capabilities. AtN actions require a common and consistent operational framework built on three tactical areas: gain valuable intelligence, build relationships, and neutralize the adversary. The training developed shall not only teach forces to recognize and specifically identify potential threats in their operating environment, but shall also teach forces how to properly respond to encountered threats.

AtN training shall be provided on, but not be limited to, the following topics. As new capabilities emerge, the contractor shall provide the same support as included in this subtask.

- a. **Operational Environment (OE)/Counterinsurgency (COIN)** – learning about the operation environment the soldier is in, knowledge regarding geography, cultural traditions, threats present, etc.
- b. **Operational and Tactical Intelligence Support (OTIS)** – OTIS is a holistic training capability which encompasses those operational and intelligence tasks which provide the tactical commander situational awareness and the ability to flex intelligence skills and tasks across the warfighting functions in any operational environment. OTIS provides Commanders with a tailorable training menu for operations and intelligence fusion, focused at BCT and below level that is applicable to any mission requirement. OTIS utilizes analog functions for austere environments, supports ICoE/MCoE institutional training, and is focused for any Operational Environment. OTIS is comprised of four core functions: Intelligence Enabled Tactical Operations, which includes Company Intelligence Support Teams (CoIST) and AtN/Network Engagement; Operational Environment which includes COIN, Cultural Awareness, and Regional Briefs; Operation Fusion which includes Command Post Intelligence Operations (CPIO) and Intelligence, Surveillance, and Reconnaissance (ISR); and Threat Integration which includes Threat Briefs, Hybrid Threats, and Tactical Cyber Threats.
- c. **Decisive Action** – recommended activities in order to neutralize the enemy, what are your priorities, how to apply your resources; operational network analysis, etc.
- d. **Biometrics Training** – teaches tactical employment and operations of current non-program of record (non-POR), bridging solutions to programs of record, and programs of record biometrics systems. System users should learn how to capture quality biometrics and troubleshoot potential problems.
- e. **Site Exploitation** – this is comprised of Search (SE)/Forensics. There is a method to the search pattern utilized when a soldier arrives at an unknown location, Information, Material and Personnel (IMP) collection and processing; training should be provided on how to properly conduct the search and where the information and material gathered should be sent afterward.

- f. **Weapons Tactical Intelligence (WTI)** – EOD forces, the knowledge of how an explosive is constructed so it can be safely defeated. There are also parts of WTI related to AtN topics, the soldier should be able to look at the parts and pieces of an unknown device in order safely and properly dissect them in order to determine how those parts and pieces relate to the rest of the device and the environment around them. WTI could include, but is not limited to, looking at circuitry of devices, newer programming techniques being utilized, or electronic components. The soldier should be trained on how to analyze an unknown device, how to safely defeat the device, and what to do with the device.

The contractor shall assess the current AtN C-IED methodology and identify and analyze the existing gaps and deficiencies in training that are affecting the warfighter's survivability for each of the AtN training topics listed above. The contractor's analysis shall also lead to the development and recommendation of transformational Information Collection concepts that capture new processes, methodologies, and emerging technologies. Additionally, the contractor shall develop recommendations for TTPs which shall identify the "best practices" used in numerous situations that maximize the effectiveness of individual and organizational equipment. The contractor shall document all findings in AtN Training Gap and Assessment Reports (**Section F, Deliverable 46**). These assessments shall also include recommended courses of action to address these issues. The contractor's recommendations shall enhance the Government's ability to implement effective, efficient, and relevant training courses which will prepare units in an ever evolving IED and threat environment. The contractor shall use the knowledge gained through the gap assessments, in addition to TTPs and theater lessons learned, to create AtN TSPs (**Section F, Deliverable 47**), based on the current analysis of the operational environment in order to keep pace with ever-evolving changes in the threat environment. The training shall include best practices and TTPs in theater; knowledge; skills requirements; desired learning outcomes; lesson plans; course materials; practical exercises; and, visual aids. Additionally, the contractor shall create AtN Training Scenarios and Exercises (TSEs) (**Section F, Deliverable 48**), for the above mentioned topics, in addition to any other new and emerging capabilities, to complement the TSPs, for individual, collective, and leader training during pre-deployment MRE. The scenarios and exercises shall improve unit planning and execution of activities and operations.

Upon completion of each training session, the contractor shall provide comprehensive AtN AARs (**Section F, Deliverable 49**) which assesses the unit on its ability to meet the training objectives and on its ability to successfully accomplish the IED and threat mission. The AAR shall also capture the successfulness, relevance, and applicability of various training exercises including any applicable data, trends, metrics, etc. The contractor shall utilize the AARs to identify any lessons learned and corrective actions needed; and, to continuously refine the TSPs and TTPs based upon the knowledge gained.

DtD training provides units with the knowledge and technologies to identify and detect IEDs in the operational environment; recognize potential HME components; neutralize triggering devices; and, clear the threat of IEDs. Defeating the device is an unceasing effort, requiring multiple training events and usage of the latest technological advances in order to counter an adaptive adversary's adjustments to friendly TTPs and IED capabilities. The goal of DtD training is for units to move safely from place to place and to gain and maintain ground dominance. The training should provide forces with the knowledge and skill to recognize and identify potential

SECTION C – PERFORMANCE BASED STATEMENT OF WORK (PBSOW)

threats. As a result of the training, soldiers should be able to determine if it is most appropriate to neutralize the threat and continue their mission or call in additional support.

DtD training shall be provided on, but not be limited to, the following topics. As new capabilities emerge, the contractor shall provide the same support as included in this subtask.

- a. Recognition/Avoidance/Mark & Bypass
- b. Home Station Electronic Warfare (EW)/Counter Radio-Controlled Electronic Warfare (CREW)
- c. Hand Held Detectors (HHD)
- d. Route Clearance (RC)
- e. Mobility – including both mounted and dismounted
- f. Unmanned Ground Vehicles (UGV) (Robotics)
- g. Unexploded Ordnance (UXO) mine awareness
- h. IED Awareness
- i. Home Made Explosives (HME)

The contractor shall assess the current DtD C-IED methodology and identify and analyze the existing gaps and deficiencies in training that are affecting warfighter survivability for each of the DtD training topics listed above. The contractor shall document the findings in DtD Training Gap and Assessment Reports (**Section F, Deliverable 50**). These assessments shall also include recommended courses of action to address these issues. The contractor's recommendations shall enhance the Government's ability to implement effective, efficient, and relevant training courses which will prepare units in an ever adapting IED and threat environment. The contractor shall use the knowledge gained through the gap assessments, in addition to TTPs and theater lessons learned, to create DtD TSPs (**Section F, Deliverable 51**), for the above mentioned topics and other new and emerging threats or capabilities. These TSPs shall be based on the current analysis of the operational environment in order to keep pace with evolving changes in the threat environment. Additionally, the contractor shall create DtD Training Scenarios and Exercises (**Section F, Deliverable 52**), for the above mentioned DtD topics and any other new and emerging threats or capabilities to complement the TSPs, for individual, collective, and leader training during pre-deployment MRE. The scenarios and exercises shall improve unit planning and execution of activities and operations. For example, HME scenarios and exercises shall assist units and personnel in recognizing, locating, and identifying potential or suspected HME sites.

Upon completion of each training session, the contractor shall provide comprehensive DtD AARs (**Section F, Deliverable 53**) which assess the unit on its ability to meet the training objectives and on its ability to successfully accomplish the IED and threat mission. The AAR shall also capture the successfulness, relevance, and applicability of the various training exercises including any applicable data, trends, metrics, etc. The contractor shall utilize the AARs to identify any lessons learned and corrective actions needed; and, to continuously refine the TSPs and TTPs based upon the knowledge gained.

C.4.11.2 SUBTASK 2 – PARTNER NATION AND MULTI-NATIONAL TRAINING

The Army receives numerous requests to provide partner nation, regional security organizations, and Multi-National (MN) capacity building or training. The contractor shall develop recommendations for an assessment methodology that can be used to determine priorities for

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partner nation capacity building engagement. Additionally, the contractor shall recommend integration points for C-IED training capability for theater priority countries and their associated training plans. The contractor shall take into consideration variables such as the Army Theater Security Campaign (TSC) Plan engagement priorities; the degree of VEO and attendant IED activity in partner nations' AOR; and, the endemic C-IED capacity in those nations. The contractor shall also consider the USAEUR Country Support Plans and any other relevant plans or information sources. The contractor shall also take industry, academia, and other public sector best practices into account when making recommendations. Upon Government approval of the recommended methodology, the contractor shall document the results of its analyses in Partner Nation and MN C-IED Outreach Plans (**Section F, Deliverable 54**). These outreach plans shall be continuously updated by the contractor as needed and based upon engagements with partner nations. The contractor shall also provide support for the coordination of partner nation and MN C-IED training request packages and the tracking of resource availability within the MN resourcing guidelines and processes governed by the Defense Security Cooperation Agency (DSCA), DoS, DoD, USEUCOM J5, and the USAREUR Security Cooperation Program directives.

At the request of the Government; the contractor shall provide capacity building activities to partner nations and MNs. Capacity building consists of tailoring the existing TSPs or training documentation, to a specified partner nation. It is a diplomatic requirement for the Government to provide training to partner nations and MNs deploying to named U.S. Coalition operations to as close to the U.S. standard as possible and the contractor shall work with the Government to facilitate this process.

AtN and DtD training shall be provided as detailed above in subtask 1. The TSPs and other training documentation provided by the contractor shall be tailored to the specific partner nation or MN audience. The contractor shall work with the Government to vet all training material that will be utilized in partner nation or MN training through the Foreign Disclosure Process (FDO) to ensure the package is suitable for release prior to the commencement of any training activities.

There are generally three types of support that the contractor shall provide under this subtask, though contractor support is not limited to only these three types. The first scenario is through the ARNG State Partnership program. The second is to participate in and provide support to partner nations' nations annual, named training exercises. In USARPAC, for example, this could include supporting Cobra Gold (Thailand), Yhud Abahs (India), Key Resolve (Korea), Balikatan (Philippines), Talisman Saber (Australia), Garuda Shield (Indonesia), Ulchi Freedom Guardian (Korea), Overseas Contingency Operation (OCO) pre-deployment (Guam/Saipan), and OCO pre-deployment (Alaska). The third is through an official request from the partner nation through the DoS. There are various ways the contractor shall be expected to provide this support. In the U.S., MNs may come to the U.S. to receive training on a base here from the contractor. In Europe, in most situations, the partner nation and MN training will occur at an U.S. Army Training Center similar to the U.S. However, there will be situations where, at the request of the Government, the contractor shall provide Mobile Training Teams (MTTs). The role of the MTTs is to travel to the partner nation and to either provide training or support on-site. In this scenario, the contractor shall work one-on-one with that partner nation to do a subject matter expert (SME) exchange using NATO standards and to perform a "crawl, walk, run" exercise in order to help the partner nation reach a point where it can independently train its own soldiers using a T3 methodology.

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Upon completion of each training session, the contractor shall provide comprehensive Partner Nation and MN AARs (**Section F, Deliverable 55**) which assess the unit/partner nation/MN on its ability to meet the training objectives and on its ability to successfully accomplish the IED and threat mission. The AAR shall also capture the successfulness, relevance, and applicability of various training exercises including any applicable data, trends, metrics, etc. The contractor shall utilize the AARs to identify any lessons learned and continuously refine the TSPs and TTPs based upon the knowledge gained.

C.4.11.3 SUBTASK 3 – ARMY LIVE, VIRTUAL, CONSTRUCTIVE, and GAMING (LVCG) TRAINING

The scope of this task is to enhance and support the existing virtual training environment within the Army Program of Record (POR) Live, Virtual, Constructive Integrated Architecture (LVC-IA) and to support other methods of LVCG training. The Army utilizes Virtual Battlespace (VBS) and Joint Conflict and Tactical Simulation (JCATS) to provide LVCG training. VBS is a simulation engine system used to teach doctrine and TTPs during simulated squad and platoon offensive, defensive, and patrolling operations. VBS delivers a synthetic environment with the desired terrain, scenarios, and models for the practical exercise of leadership and organizational behavior skills required to successfully execute unit missions. VBS incorporates a variety of threats from near-peer to insurgent/asymmetric, non-combatants, and friendly/coalition forces. JCATS is a multipurpose tool that can be tailored around an "infinite number of scenarios" to prepare leaders in planning, creating staff positions, battle tracking and proper communication procedures before and after live training events. JCATS Low Overhead Driver (JLOD) added radar and jamming signatures, as well as supply convoys and consumption. JLOD also features high-value targets and defenses such as theater ballistic missiles, cruise missiles, and integrated air defense, which can simulate coverage of a large area such as the U.S. East Coast. JLOD's modeling of urban population movement and communications supports given the current focus on irregular warfare.

High costs and limited resources constrain the Army's ability to conduct live training of all of the various combat situations that may be encountered on the battlefield and the variety of threats that may be faced in the current global threat environment. M&S, in a gaming environment, provide realistic target, threat, and targeting and engagement effects in order to train units. The use of virtual and constructive systems to conduct training exercises, wargames, and other activities by units shall lead to a higher degree of proficiency when units are faced with these threats while deployed. Use of these virtual training platforms also allows units to develop the communication and soft skills necessary to successfully work together in theater in addition to preparing them for the operational environment.

The contractor shall provide an integrated Virtual, Constructive, Gaming training support service that leverages the existing Army technologies to enhance mission readiness. This effort will require the use of training architectures and networks to maintain Information Assurance compliance and promote interoperability across the Army Common Operating Environment. The contractor shall provide with the capability to conduct integrated exercises with the Army Battle Command System to support training from strategic through operational and tactical levels down to the individual soldier level. Additionally, as the Army has made a significant investment in its

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programs of record, the Government is looking for recommendations from the contractor regarding how the Army can best utilize this resource and obtain maximum value from it. The contractor shall propose recommendations regarding increasing the capability of games for training. Once Government approval has been received, the contractor shall proceed with implementation of the approved, additional capabilities and provide support for the period of performance of this TO.

The contractor shall conduct less than company size (Company-/Platoon+) unit threat mitigation training using VBS. In conjunction with the VBS training, battalion tactical staffs may organize to enhance the training audiences' experience and conduct reporting and maneuver requirements. The contractor shall work with the company/staff/unit to customize the training and the training length to their needs. The contractor shall provide the capability to facilitate exercises for echelons within the CBRNE Response Enterprise. The contractor shall provide training and sustainment of Joint Fires Observer (JFO) tasks utilizing models, controllers, and simulators and integrating the Fires, Intelligence, Surveillance, and Reconnaissance (ISR), Unmanned Aerial Vehicle (UAV), and EW. Additionally, VBS is the authorized simulation device for Mounted Machine Gunnery as it allows the Master Gunner to develop a series of increasingly more difficult scenarios as forces progress in capability. The purpose of these simulated exercises is to ensure that forces possess the skills and experience necessary to safely execute live-fire exercises, which implies a fundamental understanding of the engagement process, fire commands, engagement techniques, and marksmanship. This serves as the culminating test of their abilities and skills on the platform. The contractor shall complete Table II simulations as a Gate to Live Fire (GTLF).

The contractor shall conduct VBS AARs (**Section F, Deliverable 56**) in order to provide training feedback and reviews of individual unit processes. The contractor is not only responsible for facilitating VBS training; the contractor shall also provide all technical support and customization for the platform as well. As directed by the Government and stemming from evolving threats, the contractor shall build and customize scenarios in VBS based on terrain, ports, airfields, energy infrastructure, etc. to mimic the operational environment as closely as possible. Customization of the VBS platform is a critical requirement to ensure the training is as effective as possible.

C.4.12 TASK 12 – ARMY LOGISTICS AND EQUIPMENT ANALYSIS

C.4.12.1 SUBTASK 1 – LOGISTICS AND EQUIPMENT OPERATIONS

The contractor shall be responsible for all aspects of the management, control, accountability, issue, sustainment/repair, turn-in, and oversight of all current and future non-standard, non-POR, and Commercial-Off-The-Shelf (COTS) training equipment as well as training equipment that is a bridging solution to a POR or has become a POR item. The contractor shall assist with the transfer of equipment to/from Pre-Deployment Training Equipment (PDTE) sites, transfers between training sites, and transfers to various locations for repair/replacement, etc. through vendor services or installation transportation offices.

The contractor shall be responsible for utilizing the Tool Room Management System (TRMS) for all FORSCOM training equipment. TRMS provides FORSCOM with real-time automated visibility of non-standard, non-POR, and COTS training equipment and components. TRMS

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works in a network environment on a server that shall be provided by the contractor. The system is an inventory and accountability management system that provides:

- a. Visibility of equipment through all phases of asset transactions
- b. Equipment locations
- c. Sub-hand receipt three levels below the Accountable Officer
- d. Maintenance management
- e. Forecast calibration for Tool Measurement Diagnostic Equipment (TMDE)
- f. Accurate historical records (usage, loan, operation readiness, calibration, and users)
- g. Tracking of surge/transfer of equipment between locations
- h. Automated tracking of asset loan history utilizing Automated Inventory Tags (AIT) marked items

The contractor shall be responsible for incorporating all future training equipment into TRMS. The contractor shall also use TRMS reporting methodology to report C-IED equipment on hand (EOH) data; equipment loan (usage) data; and sustainment (maintenance) data. The contractor shall compile a monthly C-IED equipment utilization report (**Section F, Deliverable 57**) that reflects EOH, utilization, and equipment in maintenance; and, shall also compile monthly reports (**Section F, Deliverable 58**) detailing the status of equipment out for upgrade/repair.

The TRMS server acts as an electronic library and stores a historical record of all transactions occurring within the system. The database uses the Things To Do (TTD) display messages to pass information between the individual users and the server as well as update existing records.

The contractor shall provide the server required for the implementation of TRMS. The current server requirements, which are subject to change in the future, are:

- Microsoft Server 2008 R2 64-Bit
- SQL Server 2008, 2008R2 Full Version
- Internet Information Service (IIS) 6/7 (Component of the Windows OS)
- ASP.NET 2.0.50727 (Supplied with Install)
- 100 Gigabytes of Free Disk Space
- 16 GB RAM
- Intel Xeon 2.10 GHz Quad Core

As the technology changes over the course of this TO, the contractor shall make recommendations to the Government concerning hardware and software upgrades.

TRMS also requires General Purpose 2D Cordless Scanners at each equipment location and Item Unique Identification (IUID) markings. The scanners and the IUID will be Government Furnished Property (GFP). Any additional scanners or IUID shall be purchased by the contractor as an ODC, following all procedures outlined in Section H.12.

For sites other than FORSCOM, the contractor shall develop a system for, and be responsible for, the tracking and logging of all equipment and systems used at each training site.

The contractor shall work in conjunction with the Government to facilitate the sustainment and maintenance process of all equipment as well.

C.4.12.2 SUBTASK 2 – FUSION CELL FABRICATION

SECTION C – PERFORMANCE BASED STATEMENT OF WORK (PBSOW)

Utilizing all intelligence regarding IEDs received from units in theater or from any other sources, the contractor shall perform reverse engineering and fabricate mock IED training devices to replicate new or emergent IED threats. The contractor shall provide this support to FORSCOM, ARNG, USASOC, USAEUR, and USARPAC. The mock devices then shall be utilized by the contractor to train forces. As an example, the contractor training staff would fabricate a mock device replicating IED devices associated to a specific region. The unit's personnel would then be able to fully train on identifying, neutralizing, and mitigating the threat prior to deployment to that region.

Please note, the 20th CBRNE Command training support requires advanced mock IED training device fabrication tailored to meet the Command's unique C-IED/core EOD training competencies. This fabrication capability shall be capable of meeting the EOD Groups' requirements across their CONUS locations, the rotational EOD support missions at the Combat Training Centers, and advanced mock IED construction capabilities to meet EOD SOF support and training for the Homeland Defense (HLD) mission set.

Materials required for the fabrication of the mock IED training devices shall either be purchased by the contractor as an ODC and following the procedures outlined in Section H.12 or they will be supplied by the Government.

After mock IED training devices have been fabricated, the government will accept delivery of the device. The mock IED training devices shall become GFP. The device will be provided to the contractor as GFP. All mock IED training devices are expendable/consumable training items. On the tenth of each month, the contractor shall provide a Fabrication Activity Report (**Section F, Deliverable 59**) to the appropriate TPOC and FEDSIM COR detailing the all mock IED training devices fabrication activities occurring in their AOR the previous month and a 90 day forecast of upcoming requirements with projections for materials required to fulfill the requirements.

C.4.12.3 SUBTASK 3 – LOGISTICS AND EQUIPMENT PLANNING ASSESSMENT

The contractor shall develop processes that document the research, describe the analysis, and make recommendations on short and long-term strategic logistics planning regarding new strategies and their impact on:

- a. Existing systems (e.g., HHD devices and EW systems)
- b. Employment of new technologies
- c. Operational considerations (e.g., RAF)
- d. Security issues
- e. Individual and unit training.

The contractor's analysis of shortages of non-POR/non-standard equipment and recommendations to fill these shortages shall enhance the Government's ability to identify, procure, field, and sustain C-IED and threat equipment and systems. The contractor shall use the results of their analyses to create recommendations for the planning, procurement, repair, and inventory management of non-POR/non-standard equipment. These recommendations shall include assisting the Government with planning in terms of what is needed, where it is needed, what quantity is needed, and the estimated potential cost. The contractor shall document the results of its analysis, including recommendations, in a Logistics and Equipment Assessment (**Section F, Deliverable 60**). This Assessment shall serve as the baseline and the contractor shall be responsible for continually reassessing the Army's needs against the baseline. For example, if

a change in training strategy were to be implemented, the contractor shall assess the impacts of that change and determine if the appropriate action is a redistribution of existing equipment or the purchase of new equipment. The ability to accelerate the procurement, fielding, and sustainment of C-IED equipment is an organizational imperative for the Government and this assessment shall be utilized as a planning tool.

In addition to providing an assessment, the contractor shall be responsible for procuring, on behalf of the Government, all C-IED and threat equipment and systems necessary to adequately equip units throughout the training process, including, but not limited to COTS training aids and non-POR/non-standard equipment. The contractor shall follow all purchasing procedures identified in Section H.12 of the TO.

C.4.13 TASK 13 – SURGE SUPPORT

As directed by the Government, the contractor shall support previously unplanned training needs. The scope of this task is the same as the above tasks; however, work under this task shall support unplanned contingencies. This support could be provided to, but is not limited to, other Army organizations, other components of DoD, other Government agencies, or civilian law enforcement. Additionally, training location could be CONUS or OCONUS. The contractor shall utilize training documentation previously developed or previously provided under this TO and if necessary, customize the content to fit the required need. In the event of a one-off threat, the contractor shall develop and provide new training documentation. Depending on the need, this may not be a full-fledged TSP; it could simply be an information sheet or some other type of training aid. The contractor shall also conduct and provide Surge Support AARs (**Section F, Deliverable 61**).

Examples of surge support that could be requested include working with Global Reaction Forces who are trained for one situation or scenario and then shifted to a different situation or scenario on short or no notice. It could also include working with the Global Response Forces (GRF), Regionally Aligned Forces (RAF), Army Contingency Forces (ACF) or any unit with a Prepare to Deploy Order (PTDO). Another example would be providing training to civilian law enforcement officers in preparation of a presidential visit to Hawaii. The contractor would conduct training on C-IED awareness, vehicle, person, and building search procedures. The contractor would assess policies as related to operational C-IED training and develop prioritized recommendations for procedural changes that the organization could adopt. A pre-deployment ACCM training requirement could also develop based on un-forecasted/unpredictable regional or global threats as well as a classified training requirement from a former ACCM program.

Additionally, a requirement could arise for the contractor to provide training in theater. If a unit in theater encounters a new threat not covered during the pre-deployment training and other training methods are unavailable, the contractor shall be prepared to travel to the unit and provide the necessary instruction.

SECTION D – PACKAGING AND MARKING

D.1 PRESERVATION, PACKAGING, PACKING, AND MARKING

Packaging and marking of all deliverables must at a minimum conform to normal commercial packing standards to assure safe delivery at destination.

During performance of this task order, any documents identified as classified must adhere to the National Industrial Security Program Operating Manual (NISPOM). A copy of this manual may be provided upon contractor request post award.

E.1 PLACE OF INSPECTION AND ACCEPTANCE

Inspection and acceptance of all work performance, reports, and other deliverables under this TO shall be performed by the FEDSIM COR. The client TPOC and performance monitors shall conduct inspections of all work performance, reports, and other deliverables under this TO and provide the COR with technical input. Additionally, each component organization will have a designated Technical Lead appointed after award who will interact daily with contractor personnel and monitor and provide input to the TPOC on contractor performance. The FEDSIM COR will also use the information obtained from the TPOC and performance monitors to assess contractor work performance reports, and other deliverables under this TO.

E.2 SCOPE OF INSPECTION

All deliverables will be inspected for content, completeness, accuracy, and conformance to TO requirements by the FEDSIM COR. Inspection may include validation of information through the use of automated tools, testing, or inspections of the deliverables. The scope and nature of this inspection will be sufficiently comprehensive to ensure the completeness, quality, and adequacy of all deliverables.

The Government requires a period NTE 15 workdays after receipt of final deliverable items for inspection and acceptance or rejection.

E.3 BASIS OF ACCEPTANCE

The basis for acceptance shall be compliance with the requirements set forth in the TO, the contractor's proposal, and relevant terms and conditions of the contract. Deliverable items rejected shall be corrected in accordance with the applicable clauses.

Reports, documents, and narrative-type deliverables will be accepted when all discrepancies, errors, or other deficiencies identified in writing by the Government have been corrected.

If the draft deliverable is adequate, the Government may accept the draft and provide comments for incorporation into the final version.

All of the Government's comments on deliverables must either be incorporated in the succeeding version of the deliverable, or the contractor must demonstrate to the Government's satisfaction why such comments should not be incorporated.

If the Government finds that a draft or final deliverable contains spelling errors, grammatical errors, or improper format, or otherwise does not conform to the requirements stated within this TO, the document may be immediately rejected without further review and returned to the contractor for correction and resubmission. If the contractor requires additional Government guidance to produce an acceptable draft, the contractor shall arrange a meeting with the FEDSIM COR.

E.4 DRAFT DELIVERABLES

The Government will provide written acceptance, comments, and/or change requests, if any, within 15 workdays (unless specified otherwise in Section F) from Government receipt of the draft deliverable. Upon receipt of the Government comments, the contractor shall have ten

SECTION E - INSPECTION AND ACCEPTANCE

workdays to incorporate the Government's comments and/or change requests and to resubmit the deliverable in its final form.

E.5 WRITTEN ACCEPTANCE/REJECTION BY THE GOVERNMENT

The FEDSIM CO/COR will provide written notification of acceptance or rejection of all final deliverables within 15 workdays (unless specified otherwise in Section F). All notifications of rejection will be accompanied with an explanation of the specific deficiencies causing the rejection. All deliverables are considered accepted after 15 workdays without a response.

E.6 NON-CONFORMING PRODUCTS OR SERVICES

Non-conforming products or services will be rejected. Deficiencies will be corrected, by the contractor, within ten workdays of the rejection notice. If the deficiencies cannot be corrected within ten workdays, the contractor shall immediately notify the FEDSIM COR of the reason for the delay and provide a proposed corrective action plan within ten workdays.

SECTION F – DELIVERABLES OR PERFORMANCE

F.1 FAR 52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This TO incorporates the following clauses by reference with the same force and effect as if they were given in full text. Upon request the CO will make their full text available. Also, the full text of a provision may be accessed electronically at:

FAR website: <https://www.acquisition.gov/far/>

CLAUSE #	CLAUSE TITLE	DATE
52.242-15	Stop-work Order	(Aug 1989)

F.2 TASK ORDER PERIOD OF PERFORMANCE

The period of performance for this TO is a one-year base period followed by four, one-year option periods as follows:

Period of Performance	Dates
Base Period	23 September 2015 – 22 September 2016
Option Period One	23 September 2016 – 22 September 2017
Option Period Two	23 September 2017 – 22 September 2018
Option Period Three	23 September 2018 – 22 September 2019
Option Period Four	23 September 2019 – 22 September 2020

F.3 PLACE OF PERFORMANCE

Place of Performance is both CONUS, OCONUS, and airborne and may include, but is not limited to, the following locations:

CONUS

Fort Wainwright, AK; Joint Base Elmendorf-Richardson (JBER), AK; Fort McClellan (Anniston), AL; Fort Rucker (Daleville) AL; Huntsville, AL; Opelika, AL; Fort Chaffee (Fayetteville), AR; Coolidge, AZ; Florence Training Site (Florence), AZ; Fort Huachuca, AZ; Phoenix, AZ; Camp Roberts (San Luis Obispo), CA; Hunter-Liggett, CA; Fort Irwin/NTC, CA; Los Alamitos, CA; Sacramento, CA; Fort Carson, CO; Joint BMD Training and Education Center, CO; Schriever Air Force Base (AFB), CO; Camp Blanding (Starke), FL; Eglin AFB, FL; Fort Benning, GA; Fort Gillem, GA; Fort Stewart, GA; Marietta, GA; Fort Shafter, HI; Schofield Barracks, HI; Camp Dodge (Johnston), IA; Gowen Field (Boise), ID; Marseilles Training Site (Marseilles), IL; Rock Island Arsenal, IL; Camp Atterbury (Edinburg), IN; Fort Riley, KS; Fort Campbell, KY; Fort Knox, KY; Wendell Ford Training Site (Greenville), KY; Fort Polk, LA;

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Camp Edwards (Bourne), MA; Aberdeen Proving Grounds, MD; Fort Meade, MD; Camp Keyes (Augusta), ME; Camp Grayling (Grayling), MI; Selfridge AFB, MI; Camp Ripley (Little Falls), MN; Fort Leonard Wood, MO; Camp Shelby (Hattiesburg), MS; Fort Harrison (Helena), MT; Camp Mackall, NC; Fort Bragg, NC; Washington, NC; Greenlief Training Site (Hastings), NE; Joint Base McGuire-Lakehurst-Dix (JBMLD), NJ; Kirtland AFB, NM; White Sands Missile Range, NM; Fort Drum, NY; Glenville, NY; West Point, NY; Las Vegas, NV; Camp Gruber (Muskogee), OK; Fort Sill, OK; Oklahoma City, OK; Camp Rilea (Warrenton), OR; Fort Indiantown Gap (Jonestown), PA; Camp McCrady (Eastover), SC; Shaw AFB, SC; Camp Mabry (Austin), TX; Fort Bliss, TX; Fort Hood, TX; Fort Sam Houston, TX; Camp Williams (Bluffdale), UT; Dugway Proving Grounds, UT; Fort A. P. Hill, VA; Fort Lee, VA; Fort Pickett (Blackstone), VA; Arlington, VA; Ethan Allen Training Site (Jericho), VT; Camp Murray (Tacoma), WA; Joint Base Lewis-McCord (JBLM), WA; Seattle, WA; Fort McCoy, WI; Camp Dawson (Kingwood), WV; Camp Guernsey (Guernsey), WY; and, the Pentagon and National Capital Region government sites and contractor sites in the vicinity of these installations.

OCONUS

The Republic of Korea government sites and contractor sites in the vicinity of these installations (Yongsan, Camp Red Cloud, Camp Casey, Camp Hovey, Warrior Base, Rodriguez Live Fire Complex, Osan AFB, Kunsan AFB, Camp Carroll, Camp Henry, Camp Walker, Camp Humphreys, ROK Engineer School (Jangsang), and Check Point Tango (CP Tango).

The Federal Republic of Germany government sites and contractor sites in the vicinity of these installations (Baumholder, Geilenkirchen, Vilseck/Grafenowhr, Hohenfels/ Nuremberg, Kaiserslautern, Oberammergau, Pfullendorf, Sembach, Ramstein Air Base Stuttgart, and Wiesbaden).

The Italian Republic government sites and contractor sites in the vicinity of Vincenza and Naval Air Station Naples.

AIRBORNE

The Contractor may be required to execute while airborne onboard USAF-owned craft (RC-135, MC-12, U-28, C-130, C-17) and other aircraft as required by the government.

Additionally, the USEUCOM/USAREUR AOR currently includes 51 countries and partner organizations in which training and MTTs occur.

F.4 TASK ORDER SCHEDULE AND MILESTONE DATES

The following schedule of milestones will be used by the FEDSIM COR to monitor timely progress under this TO.

The following abbreviations are used in this schedule:

IAW	In Accordance With
NLT	Not Later Than
OP	Option Period
PMP	Project Management Plan
PS	Project Start
TOA	Task Order Award
WD	Workdays

SECTION F – DELIVERABLES OR PERFORMANCE

All references to days are Government Workdays. Deliverables are due the next Government workday if the due date falls on a holiday or weekend.

The contractor shall deliver the deliverables listed in the following table:

NO	MILESTONE/DELIVERABLE	Applicable DFARS Clause 252.227- 7013	Applicable DFARS Clause 252.227- 7020	TOR REFERENCE	PLANNED COMPLETION DATE
	Project Start (PS)				TOA
1	Accounting for Contractor Services Report	*		C.4.1	NLT October 31st of each year
2	Program Kick-Off Meeting	*		C.4.2.1	NLT 10 WD after PS
3	Kick-Off Meeting Agenda	*		C.4.2.1	NLT 10 WD after PS
4	Draft PMP	*		C.4.2.2	NLT 10 WD after PS
5	Final PMP	*		C.4.2.2	IAW Section E
6	PMP Updates	*		C.4.2.2	As needed, no less frequently than annually
7	Draft Quality Control Plan (QCP)	*		C.4.2.3	NLT 10 WD after PS
8	Final QCP	*		C.4.2.3	IAW Section E
9	QCP Updates	*		C.4.2.3	As needed, no less frequently than annually
10	Updated Transition-In Plan	*		C.4.4	NLT 10 WD after PS
11	Consolidated Monthly Status Report (MSR)	*		C.4.2.4	15th day of the subsequent month
12	Meeting Reports	*		C.4.2.6, C.4.3.4	IAW PMP and as requested
13	Monthly Technical Status Meeting	*		C.4.2.7	IAW PMP
14	Monthly Technical Status Meeting Minutes	*		C.4.2.7	NLT 5 WD after Monthly Technical Status Meetings
15	Integrated Program Reviews (IPRs)	*		C.4.2.9	IAW PMP, minimum of twice yearly
16	Training Support Package (TSP) Reviews	*		C.4.2.10	IAW PMP, minimum of twice yearly

SECTION F – DELIVERABLES OR PERFORMANCE

NO	MILESTONE/DELIVERABLE	Applicable DFARS Clause 252.227- 7013	Applicable DFARS Clause 252.227- 7020	TOR REFERENCE	PLANNED COMPLETION DATE
17	Recommended Strategy/Solution for Collaboration Portals	*		C.4.2.11	NLT 30 WD after PS
18	Operational Collaboration Portals		*	C.4.2.11	NLT 30 WD after Government approval of strategy/solution
19	REMOVED	REMOVED	REMOVED	REMOVED	REMOVED
20	Project Status Meeting	*		C.4.3.2	IAW PMP, as needed
21	Project Status Meeting Minutes	*		C.4.3.2	NLT 5 WD after Project Status Meeting
22	Trip Reports	*		C.4.3.3	NLT 5 WD after trip completion
23	Recommended Actions Report	*		C.4.3.5	IAW PMP
24	Draft Transition-Out Plan	*		C.4.5	PS + 6 months
25	Final Transition-Out Plan	*		C.4.5	IAW Section E
26	Transition-Out Plan Updates	*		C.4.5	IAW PMP and Section C.4.5
27	Strategic Capabilities Assessment Reports	*		C.4.6.1	IAW PMP
28	Partner Nation Capacity Reports	*		C.4.6.2	IAW PMP
29	Anti-Terrorism/Force Protection (AT/FP) Plans	*		C.4.6.2	IAW PMP
30	FP Risk Assessment Methodologies	*		C.4.6.2	IAW PMP
31	Global Threat/Intelligence Assessment Reports	*		C.4.6.3	IAW PMP
32	Regional Threat/Intelligence Reports	*		C.4.6.4	IAW PMP
33	Integrated Air and Missile Defense (IAMD) Current and Future Capabilities Assessment	*		C.4.7.1	IAW PMP

SECTION F – DELIVERABLES OR PERFORMANCE

NO	MILESTONE/DELIVERABLE	Applicable DFARS Clause 252.227- 7013	Applicable DFARS Clause 252.227- 7020	TOR REFERENCE	PLANNED COMPLETION DATE
34	Command and Control (C2) Assessment	*		C.4.7.1	IAW PMP
35	IAMD Information Architecture Vulnerabilities Evaluation	*		C.4.7.5	IAW PMP
36	Target Audience Research Data		*	C.4.9.1	IAW PMP
37	Target Market Research Data		*	C.4.9.2	IAW PMP
38	Program Strategy and Tactical Plan		*	C.4.9.3	IAW PMP
39	Digital Platforms		*	C.4.9.4	IAW PMP
40	Paid Media Plans		*	C.4.9.7	IAW PMP
41	Program Assessment Plan		*	C.4.9.8	IAW PMP
42	Operational Influence Platform (OIP) Ongoing Reports		*	C.4.9.8	IAW PMP; at least monthly, quarterly, and annually
43	OIP Wrap-Up Reports		*	C.4.9.8	IAW PMP
44	Enterprise-Wide Strategic Training Methodology Framework	*		C.4.10.1	IAW PMP
45	Enterprise-Wide Training Course Management Methodology Framework	*		C.4.10.2	IAW PMP
46	Attack the Network (AtN) Training Gap and Assessment Reports	*		C.4.11.1	IAW PMP
47	AtN Training Support Packages (TSPs)		*	C.4.11.1	IAW PMP
48	AtN Training Scenarios and Exercises (TSEs)		*	C.4.11.1	IAW PMP
49	AtN AARs	*		C.4.11.1	IAW PMP
50	Defeat the Device (DtD) Training Gap and Assessment Reports	*		C.4.11.1	IAW PMP
51	DtD TSPs		*	C.4.11.1	IAW PMP
52	DtD TSEs		*	C.4.11.1	IAW PMP
53	DtD AARs	*		C.4.11.1	IAW PMP

SECTION F – DELIVERABLES OR PERFORMANCE

NO	MILESTONE/DELIVERABLE	Applicable DFARS Clause 252.227-7013	Applicable DFARS Clause 252.227-7020	TOR REFERENCE	PLANNED COMPLETION DATE
54	Partner Nation and Multi-National (MN) C-IED Outreach Plans	*		C.4.11.2	IAW PMP
55	Partner Nation and MN AARs	*		C.4.11.2	IAW PMP
56	VBS AARs	*		C.4.11.3	IAW PMP
57	C-IED Equipment Utilization Report	*		C.4.12.1	IAW PMP, monthly
58	C-IED Equipment Monthly Status Report	*		C.4.12.1	IAW PMP, monthly
59	Fabrication Activity Report	*		C.4.12.2	10th day of the subsequent month
60	Logistics and Equipment Assessment	*		C.4.12.3	IAW PMP
61	Surge Support AARs	*		C.4.13	IAW PMP
62	Copy of TO (initial award and all modifications)	*		F.4.1	NLT 5 WD after PS
63	Operations Security (OPSEC) Standing Operating Procedure(SOP)/Plan	*		H.5	NLT 90 calendar days after PS
64	SB Utilization Report	*		H.19	Every 6 months

The contractor shall mark all deliverables listed in the above table to indicate authorship by contractor (i.e., non-Government) personnel; provided, however, that no deliverable shall contain any proprietary markings inconsistent with the Government's data rights set forth in this TO.

F.4.1 PUBLIC RELEASE OF CONTRACT DOCUMENTS REQUIREMENT

The contractor agrees to submit, within ten workdays from the date of the CO's execution of the initial TO, or any modification to the TO (exclusive of Saturdays, Sundays, and Federal holidays), a portable document format (PDF) file of the fully executed document with all proposed necessary redactions, including redactions of any trade secrets or any commercial or financial information that it believes to be privileged or confidential business information, for the purpose of public disclosure at the sole discretion of GSA (**Section F, Deliverable 62**). The contractor agrees to provide a detailed written statement specifying the basis for each of its proposed redactions, including the applicable exemption under the Freedom of Information Act (FOIA), 5 U.S.C. § 552, and, in the case of FOIA Exemption 4, 5 U.S.C. § 552(b)(4), shall

SECTION F – DELIVERABLES OR PERFORMANCE

demonstrate why the information is considered to be a trade secret or commercial or financial information that is privileged or confidential. Information provided by the contractor in response to the contract requirement may itself be subject to disclosure under the FOIA. Submission of the proposed redactions constitutes concurrence of release under FOIA.

GSA will carefully consider all of the contractor's proposed redactions and associated grounds for nondisclosure prior to making a final determination as to what information in such executed documents may be properly withheld.

F.4.2 DELIVERABLES MEDIA

The contractor shall deliver all electronic versions by email and removable electronic media, as well as submitting them to the applicable portal (**Section C.4.2.11**). The following are the required electronic formats, whose versions must be compatible with the latest, commonly available version on the market.

a. Text	PDF or MS Word
b. Spreadsheets	PDF or MS Excel
c. Briefings	PDF or MS PowerPoint
d. Drawings	PDF or MS Visio
e. Schedules	PDF or MS Project

The contractor shall work with the Government to determine a format(s) acceptable to the Government when content type differs from the above table.

F.5 PLACE(S) OF DELIVERY

Unclassified deliverables or correspondence shall be delivered to the FEDSIM CO or COR at the following address:

Contracting Officer:

GSA FAS AAS FEDSIM
ATTN: Derrick White
1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405
Telephone: (571) 814-0184
Email: derrick.white@gsa.gov

COR:

GSA FAS AAS FEDSIM
ATTN: Thomas Crowder
1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405
Telephone: (703) 244-3838
Email: thomas.crowder@gsa.gov

SECTION F – DELIVERABLES OR PERFORMANCE

Alternate COR:

John Hegamyer
GSA FAS AAS FEDSIM
1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405
Telephone: (202) 577-2143
Email: john.hegamyer@gsa.gov

Alternate Contracting Officer's Representative 2:

Glenn Becker
GSA FAS AAS FEDSIM
1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405
Telephone: (202) 430-8851
DSN: 324-412-1004
Email: glenn.becker@gsa.gov

Alternate Contracting Officer's Representative 3:

Matthew Quick
GSA FAS AAS FEDSIM
1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405
Telephone: (202) 403-4340
Email: matthew.quick@gsa.gov

TPOC:

Theodore Kientz
Engineer Division, FORSCOM G-3/5/7
C-IED/Asymmetric Warfare, Branch Chief
Fort Bragg, North Carolina
Telephone: (910) 570-7105
Email: theodore.c.kientz.civ@mail.mil

F.6 NOTICE REGARDING LATE DELIVERY/PROBLEM NOTIFICATION REPORT (PNR)

The contractor shall notify the FEDSIM COR via a Problem Notification Report (PNR) (**Section J, Attachment J**) as soon as it becomes apparent to the contractor that a scheduled delivery will be late. The contractor shall include in the PNR the rationale for late delivery, the expected date for the delivery, and the project impact of the late delivery. The FEDSIM COR will review the new schedule and provide guidance to the contractor. Such notification in no way limits any Government contractual rights or remedies including, but not limited to, termination.

G.1 CONTRACTOR ADMINISTRATION REQUIREMENTS

G.1.1 CONTRACTOR PERFORMANCE ASSESSMENT REPORTING SYSTEM (CPARS)

G.1.1.1 TASK ORDER CPARS

TO performance will be evaluated and captured through the CPARS module (located at <https://www.cpars.gov/>). At a minimum, the TO performance will be evaluated by GSA FEDSIM upon TO completion. Evaluations of contractor performance will be provided to the contractor as soon as practicable after completion of the evaluation. Contractors will be given a minimum of 30 days to submit comments, rebutting statements, or additional information.

Copies of the evaluations, contractor responses, and review comments, if any, will be retained as part of the TO file, and may be used by Federal agencies to support future award decisions.

G.1.2 CONTRACT ADMINISTRATION

Contracting Officer:

Derrick White
GSA FAS AAS FEDSIM
1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405
Telephone: (571) 814-0184
Email: derrick.white@gsa.gov

The CO will appoint a COR in writing through a COR Appointment Letter (**Section J, Attachment A**). The COR will receive, for the Government, all work called for by the TO and will represent the CO in the technical phases of the work. The COR will provide no supervisory or instructional assistance to contractor personnel.

The COR is not authorized to change any of the terms and conditions, scope, schedule, and price of the Contract or the TO. Changes in the scope of work will be made only by the CO by properly executed modifications to the Contract or the TO.

Contracting Officer's Representative:

Thomas Crowder
GSA FAS AAS FEDSIM
1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405
Telephone: (703) 244-3838
Email: thomas.crowder@gsa.gov

Alternate Contracting Officer's Representative:

John Hegamyer
GSA FAS AAS FEDSIM

SECTION G – CONTRACT ADMINISTRATION DATA

1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405
Telephone: (202) 577-2143
Email: john.hegamy@gsa.gov

Alternate Contracting Officer's Representative 2:

Glenn Becker
GSA FAS AAS FEDSIM
1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405
Telephone: (202) 430-8851
DSN: 324-412-1044
Email: glenn.becker@gsa.gov

Alternate Contracting Officer's Representative 3:

Matthew Quick
GSA FAS AAS FEDSIM
1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405
Telephone: (202) 403-4340
Email: matthew.quick@gsa.gov

Technical Point of Contact (TPOC):

Theodore Kientz
Engineer Division, FORSCOM G-3/5/7
C-IED/Asymmetric Warfare, Branch Chief
Fort Bragg, North Carolina
Telephone: (910) 570-7105
Email: theodore.c.kientz.civ@mail.mil

Additionally, each component organization will have a designated Technical Lead appointed after award who will interact daily with contractor personnel and monitor and provide input to the TPOC on contractor performance.

G.1.3 INVOICE SUBMISSION

The contractor shall submit Requests for Payments in accordance with the format contained in General Services Administration Acquisition Manual (GSAM) 552.232-25, PROMPT PAYMENT (NOV 2009), to be considered proper for payment. In addition, the following data elements shall be included on each invoice:

Task Order Number: GSQ0015AJ0047
Paying Number: *(ACT/DAC NO.) (From GSA Form 300, Block 4)*
FEDSIM Project Number: 15005ARM

SECTION G – CONTRACT ADMINISTRATION DATA

Project Title: Global Threat Mitigation Program

The contractor shall certify with a signed and dated statement that the invoice is correct and proper for payment.

The contractor shall provide invoice backup data in accordance with the contract type, including detail such as labor categories, rates, and quantities of labor hours per labor category.

The contractor shall submit invoices as follows:

The contractor shall utilize FEDSIM's electronic Assisted Services Shared Information SysTem (ASSIST) to submit invoices. The contractor shall submit invoices electronically by logging onto the following link (requires Internet Explorer to access the link):

<https://portal.fas.gsa.gov>

Log in using your assigned ID and password, navigate to the order against which you want to invoice, click the Invoices and Acceptance Reports link in the left navigator, and then click the *Create New Invoice* button. The AASBS Help Desk should be contacted for support at 877-472-4877 (toll free) or by email at AASBS.helpdesk@gsa.gov. By utilizing this method, no paper copy of the invoice shall be submitted to GSA FEDSIM or the GSA Finance Center. However, the FEDSIM COR may require the contractor to submit a written "hardcopy" invoice with the client's certification prior to invoice payment.

G.1.4 INVOICE REQUIREMENTS

The contractor shall submit simultaneous copies of the invoice to both GSA and the client TPOC, along with all backup documentations (e.g., receipts, credit card transactions reports, proof of indirect rates, monthly expenditure report) prior to its submission in ASSIST. Receipts are provided on an as requested basis.

The final invoice is desired to be submitted within six months of project completion. The contractor shall provide the Government with a monthly status on when the final invoice will be submitted to the Government.

G.1.4.1 COST-PLUS-AWARD-FEE (CPAF) CLINs (for LABOR)

The contractor may invoice monthly on the basis of cost incurred for the CPAF CLINs. The invoice shall include the period of performance covered by the invoice and the CLIN number and title. All hours and costs shall be reported by client/component organization, rolled up by CLIN element (as shown in Section B), by contractor employee, and shall be provided for the current billing month and in total from project inception to date. The contractor shall provide the invoice data in spreadsheet form with the following detailed information. The listing shall include separate columns and totals for the current invoice period and the project to date.

- a. Employee name (current and past employees)
- b. Employee company
- c. Exempt or non-exempt designation
- d. Service Occupational Classifications (SOC) number
- e. Employee OASIS labor category
- f. Current monthly and total cumulative hours worked

SECTION G – CONTRACT ADMINISTRATION DATA

- g. Direct Labor Rate
- h. Corresponding TO bid rate
- i. Effective hourly rate (e.g., cumulative costs/cumulative hours)
- j. Current approved billing rate percentages in support of costs billed
- k. Itemization of cost centers applied to each individual invoiced
- l. Itemized breakout of indirect costs (e.g., Fringe, Overhead (OH), General and Administrative (G&A) burdened costs for each individual invoiced (rollups are unacceptable)
- m. Any costs incurred not billed reported by CLIN (e.g., lagging costs)
- n. Labor adjustments from any previous months (e.g., timesheet corrections)
- o. Provide comments for deviations outside of 15%
- p. Current approved forward pricing rate agreement in support of indirect costs billed

All cost presentations provided by the contractor in Excel shall show indirect charges itemized by individual with corresponding indirect rates with cost center information. The invoice detail shall be organized by CLIN.

The contractor may invoice for fee after accepting the modification which includes the award fee determination and any corresponding deobligation of unearned fee. See the Award Fee Determination Plan in **Section J, Attachment N** for additional information on the award fee determination process.

G.1.4.2 OTHER DIRECT COSTS (ODCs)

The contractor may invoice monthly on the basis of cost incurred for the ODC CLIN. The invoice shall include the period of performance covered by the invoice and the CLIN number and title. In addition, the contractor shall provide the following detailed information for each invoice submitted, as applicable. Spreadsheet submissions are required.

- a. ODCs purchased
- b. Request to Initiate Purchase (RIP) or Consent to Purchase (CTP) number or identifier
- c. Date approved/accepted by the Government
- d. Estimated cost
- e. Amount Billed/Invoiced
- f. Provide comments for deviations outside of 10% between Estimated and Billed Cost
- g. Associated CLIN
- h. Project-to-date totals by CLIN
- i. Cost incurred not billed by CLIN
- j. Remaining balance of the CLIN

All cost presentations provided by the contractor shall also include Overhead charges, General and Administrative charges and Fee in accordance with the contractor's Defense Contract Audit Agency (DCAA) cost disclosure statement.

G.1.4.3 TRAVEL

Contractor costs for travel will be reimbursed at the limits set in the following regulations (see FAR 31.205-46):

- a. Federal Travel Regulations (FTR) - prescribed by the GSA, for travel in the contiguous United States (U.S.)
- b. Joint Travel Regulations (JTR) Volume 2, Department of Defense (DoD) Civilian Personnel, Appendix A - prescribed by the DoD, for travel in Alaska, Hawaii, and outlying areas of the U.S.
- c. Department of State Standardized Regulations (DSSR) (Government Civilians, Foreign Areas), Section 925, “Maximum Travel Per Diem Allowances for Foreign Areas” - prescribed by the Department of State, for travel in areas not covered in the FTR or JTR.

The contractor may invoice monthly on the basis of cost incurred for cost of travel comparable with the FTR/JTR/DSSR. The invoice shall include the period of performance covered by the invoice, the CLIN number and title. Separate worksheets, in MS Excel format, shall be submitted for travel.

CLIN/Task Total Travel: This invoice information shall identify all cumulative travel costs billed by CLIN/Task. The current invoice period’s travel details shall include separate columns and totals and include the following:

- a. Travel Authorization Request number or identifier, approver name, and approval date
- b. Current invoice period
- c. Names of persons traveling
- d. Number of travel days
- e. Dates of travel
- f. Number of days per diem charged
- g. Per diem rate used
- h. Total per diem charged
- i. Transportation costs
- j. Total charges
- k. Explanation of variances exceeding 10% of the approved versus actual costs
- l. Indirect Handling Rate

All cost presentations provided by the contractor shall also include Overhead charges and General and Administrative charges in accordance with the contractor’s DCAA cost disclosure statement.

G.2 OASIS AND TASK ORDER CLOSE-OUTS

The Government will unilaterally close out the TO no later than six years after the end of the TO period of performance if the contractor does not provide final DCAA rates by that time.

SECTION H – SPECIAL CONTRACT REQUIREMENTS

H.1 RESERVED

H.2 NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS)

The NAICS code for this TO is 541690, Other Scientific and Technical Consulting Services.

H.3 PRODUCT SERVICE CODE

The product service code is R499, Other Professional Services.

H.4 SYSTEMS, CERTIFICATIONS, AND CLEARANCES

H.4.1 ADEQUATE COST ACCOUNTING SYSTEMS

The adequacy of the contractor's accounting system and its associated internal control system, as well as contractor compliance with the Cost Accounting Standards (CAS), affect the quality and validity of the contractor data upon which the Government must rely for its management oversight of the contractor and contract performance. The contractor's cost accounting system shall be adequate during the entire period of performance and shall permit timely development of all necessary cost data in the form required by the contract.

H.4.2 APPROVED PURCHASING SYSTEMS

The objective of a contractor purchasing system assessment is to evaluate the efficiency and effectiveness with which the contractor spends Government funds and complies with Government policy with subcontracting.

Prior to the award of a TO, the FEDSIM CO shall verify the validity of the contractor's purchasing system. Thereafter, the contractor is required to certify to the FEDSIM CO, no later than 30 calendar days prior to the exercise of any options, the validity of its purchasing system. Additionally, if reviews are conducted of the purchasing system after TOA, the contractor shall provide the results of the review to the FEDSIM CO within 10 workdays from the date the results are known to the contractor.

H.5 SECURITY CLEARANCE REQUIREMENTS

All contractor personnel (including subcontractors, if proposed) under this TO are required to have, the appropriate level of personnel security clearance before performing any work under this TO. Some contractor personnel under applicable Section C task areas are required to have an active Top Secret (TS) clearance with Sensitive Compartmented Information (SCI) eligibility before performing any work under this TO.

SECTION H – SPECIAL CONTRACT REQUIREMENTS

The task areas with contractor personnel that require a TS clearance with SCI eligibility are as follows:

- a. Task 6 – Strategic Planning and Capabilities, Threat, and Intelligence Analyses and Assessments
- b. Task 7 – Integrated Air and Missile Defense (IAMD) Program Support
- c. Task 8 – Information Operations and Special Activity Division (IOSAD) Support
- d. Task 9 – Operational Influence Platform (OIP)
- e. Task 10 – Army Adapt the Force (AtF) Assessment
- f. Task 11 – Army C-IED Training Support
- g. Task 12 – Surge Support

The contractor must possess, or acquire prior to award of the TO, a facility clearance equal to the highest classification stated on the Contract Security Classification Specification, DD Form 254 (**Section J, Attachment O.1 through O.7**). Please note, a separate DD 254 for each organization has been attached to this TO and the contractor shall enter into a security agreement (or understanding) with the applicable local Government security office. This will ensure the contractor follows local security procedures while performing at the Government facility. At a minimum, the agreement shall identify the security actions that will be performed: (a) By the Government facility for the contractor, such as providing storage and classified reproduction facilities, guard services, security forms, security reviews under DoD 5220.22-M, classified mail services, security badges, visitor control, and investigating security incidents; and (b) Jointly by the contractor and the installation, such as packaging and addressing classified transmittals, security checks, internal security controls, and implementing emergency procedures to protect classified information.

The security policies, procedures, and requirements stipulated in the National Industrial Security Program (NISP), National Industrial Security Program Operating Manual (NISPO) and any supplements thereto are applicable, to include, applicable FAR, Defense Federal Acquisition Regulations (DFAR), and Agency specific guidelines/requirements.

Work on this TO may require that personnel have access to privacy and other sensitive information. Personnel will adhere to the Privacy Act, Title 5 of the United States Code, Section 552a and applicable Agency rules and regulations. Contractor personnel shall not divulge or release privacy data or information developed or obtained in the performance of this TO, until made public or specifically authorized by the Government. The contractor shall not use, disclose, or reproduce third-party companies' proprietary data, other than as authorized and required in performance of this TO. Personnel working on this TO shall be required to sign a Non-Disclosure Agreement (NDA) prior to beginning any work under this TO. Pursuant to Section 808 of Publication L.102-190 (DFAS 204, Subpart 204.402(2)), DoD employees or members of the Armed Forces who are assigned to or visiting a contractor facility and are engaged in oversight of an acquisition program will retain control of their work product. Classified work products of DoD employees or members of the Armed Forces shall be handled in accordance with DoD 5220.22-M. The contractor's procedures for protecting against unauthorized disclosure of information will not require DoD employees or members of the Armed Forces to relinquish control of their work product, whether classified or not, to the contractor. The contractor shall also have access to and be required to safeguard For Official Use Only (FOUO), sensitive, confidential, and classified information and material.

SECTION H – SPECIAL CONTRACT REQUIREMENTS

H.5.1 CONTRACTOR IDENTIFICATION REQUIREMENTS

Contractor personnel shall be required to obtain a facility badge/I.D., CAC, and unclassified and/or classified system accounts (log-on and email). Contractor personnel shall be required to obtain and maintain security badges and adhere to the security requirements of the installation. Failure to safeguard any privileged information which may involve the contractor or the contractor's personnel, or to which they may have access, may subject the contractor and/or contractor's personnel to criminal liability under Title 18, Section 793 and 7908 of the United States Code. Provisions of the Privacy Act apply to all records and reports maintained by the contractor.

Contractor personnel performing services on DoD installations or other Government facilities shall ensure that they are readily identifiable as contractor employees (including subcontractors and consultants). Contractor employees with access to a DoD or other Government Local Area Network (LAN) systems shall:

- a. Identify themselves as contractor personnel at the onset of every telephone call made from a Government telephone or any other phone if the call is made in support of Government-related requirements and activities.
- b. Identify themselves as contractor personnel in all recorded messages including those, which are heard by callers attempting to contact contractor employees via answering machines or voicemail.
- c. Identify themselves as contractor personnel at the onset of every meeting, conference or any other gathering attended in support of any Government related requirements or activities.
- d. Identify themselves as contractor personnel on any correspondence, documents, or reports accomplished or sent in support of any service provision to the Government, including, but not limited to, correspondence sent via the U.S. Mail, facsimile, or electronic mail (email) inclusive of out-of-office replies.
- e. Wear or display contractor provided nametags, badges or attire which display, at a minimum, the name of the contractor and their respective company.

H.5.2 SECURITY REQUIREMENTS FO FOREIGN TRAVEL

The contractor may be required to travel internally during the TO PoP. The contractor shall adhere to the regulations stated in Section H.11.1 - Travel Regulations and ensure all contractor personnel traveling overseas have the required documentation and approvals.

For travel to Korea for durations of less than 90 days (within 12 months), the contractor shall consult the following website for applicable training information: www.usfk.mil/

In addition, the contractor shall also adhere to guidance provided in Section H.13.

For travel requirements/restrictions to any other foreign country, see the Foreign Clearance Guide (FCG) at the following website for applicable information:

<https://www.fcg.pentagon.mil/fcg.cfm> or <http://www.fcg.pentagon.smil.mil>

Contractor personnel traveling under DoD sponsorship in support of a DoD TO are considered DoD-sponsored personnel for DoD FCG purposes. Contractor and Sponsoring Agency will ensure all pre-travel requirements are met and annotated IAW FCG. Aircraft and Personnel

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Automated Clearance System (APACS) will be submitted NLT 30 days prior to departure date. FCG directs the use of the APACS as the web-based tool to create, submit, coordinate, and approve personnel travel clearances (Special Area, Theater and Country) for DoD-sponsored official travel. Upon submittal of APACS, the system will provide the user with a tracking number this will be forwarded to the applicable Technical Lead. The DoD Component(s) sponsoring the DoD Contractor travel, shall ensure that all necessary clearances (country, theater, and special area clearances, as required) are received before commencing travel. DoD-sponsored contractors shall obtain the proper identification credentials (e.g., passport and visa) to enter and exit each country

The contractor shall stay abreast on all overseas security requirement changes and implement these changes as they occur.

H.6 CONTRACTOR PERSONNEL TRAINING REQUIREMENTS

All references to contractor or contractor personnel in this section are inclusive of both prime contractor personnel and, if applicable, all subcontractor personnel.

The contractor shall ensure that all TO personnel comply with the Mandatory Training requirements for contractor personnel in accordance with applicable local regulations. Contractor personnel shall comply with all local mandatory training required to attain a Government CAC and access the Government LAN and automation systems.

All contractor personnel requiring access to DoD installations, facilities, and controlled access areas shall complete AT Level I awareness training within 30 calendar days of the contractor personnel start date. The contractor shall submit certificates of completion for each contractor employee and subcontractor employee located at such facilities upon request to the local Government Technical Lead or Performance Monitor, within seven calendar days.

Contractor personnel shall comply with local security policies and procedures (provided by a Government representative) as applicable for the installation, facility, or area. The contractor shall provide all information required for background checks to meet installation access requirements the installation Provost Marshal Office, Director of Emergency Services, or Security Office. The contractor personnel must comply with all personal identity verification requirements as directed by DoD or local policy. In addition to the changes otherwise authorized by the changes clause of this TO, should the Force Protection Condition (FPCON) at any individual facility or installation change, the Government may require changes in contractor security matters or processes.

The contractor shall develop an OPSEC Standing Operating Procedure (SOP)/Plan within 90 calendar days of PS, to be reviewed and approved by the responsible Government OPSEC officer, per AR 530-1, Operations Security in accordance with **Section F, Deliverable 63**. This SOP/Plan will include the Government's critical information, why it needs to be protected, where it is located, who is responsible for it, and how to protect it. In addition, the Contractor shall identify an individual who will be an OPSEC Coordinator. The contractor shall ensure this individual becomes OPSEC Level II certified per AR 530-1.

Per AR 530-1, Operations Security, new contractor employees must complete Level I OPSEC training within 30 calendar days of their reporting for duty. All Contractor employees must complete annual OPSEC awareness training.

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All contractor employees and associated subcontractor employees must complete the DoD Information Awareness (IA) Training before issuance of network access and annually thereafter.

Per DoD 8570.01-M, DFARS 252.239-7001 and AR 25-2, the contractor employees supporting IA/IT functions shall be appropriately certified upon contract award.

Contractor shall comply with Defense Federal DFARS 252.225-7043, Antiterrorism/Force Protection for Defense Contractors Outside the U.S. This clause applies to both contingencies and non-contingency support. The key AT requirement is for non-local national contractor personnel to comply with theater clearance requirements and allows the Combatant Commander to exercise oversight to ensure the Contractor compliance with Combatant Commander and subordinate task force commander policies and directives.

Contractor shall comply with FAR 52.204-2, Security Requirements. This clause involves access to information classified "Confidential," "Secret," or "Top Secret" and requires contractors to comply with the Security Agreement (DD Form 441), including the National Industrial Security Program Operating Manual (DoD 5220.22-M), and any revisions to DOD 5220.22-M, notice of which has been furnished to the contractor.

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H.7 ETHICS AND CONDUCT

H.7.1 CONFLICT OF INTEREST

H.7.1.1 ORGANIZATIONAL CONFLICT OF INTEREST (OCI)

In accordance with FAR 2.101(b), if the contractor (and any subcontractors, consultants, or teaming partners) has or is currently providing support or anticipates providing support to any organization listed in scope of this TO that creates or represents an actual or potential organizational conflict of interest (OCI), the contractor shall immediately disclose this actual or potential OCI in accordance with FAR Subpart 9.5. The contractor is also required to complete and sign an Organizational Conflict of Interest Statement in which the contractor (and any subcontractors, consultants, or teaming partners) agrees to disclose information concerning the actual or potential conflict with any proposal for any solicitation relating to any work in the TO. All actual or potential OCI situations shall be identified and addressed in accordance with FAR Subpart 9.5.

Should the contractor believe there is an OCI between supporting this procurement and the contractor's current support for a separate contract/TO, the contractor shall provide the following information, at a minimum to the FEDSIM CO with its proposal submission:

- a. Organization supported
- b. Contact name, phone, and e-mail (multiple contacts if possible)
- c. The type of support being provided for the current separate contract/TO
- d. The believed conflict based on guidance from FAR 9.5
- e. The contractor's method of mitigating the perceived OCI.

H.7.1.2 NON-DISCLOSURE REQUIREMENTS

If the contractor acts on behalf of, or provides advice with respect to any phase of an agency procurement, as defined in FAR 3.104-4, then the contractor shall execute and submit a Corporate Non-Disclosure Agreement (NDA) Form (**Section J, Attachment P**) and ensure that all its personnel (to include subcontractors, teaming partners, and consultants) who will be personally and substantially involved in the performance of the TO:

- a. Are listed on a signed Addendum to Corporate Non-Disclosure Agreement (NDA) Form (**Section J, Attachment P**) prior to the commencement of any work on the TO,
- b. Are instructed in the FAR 3.104 requirements for disclosure, protection, and marking of contractor bid or proposal information, or source selection information, and
- c. Are instructed in FAR Part 9 for third party disclosures when acting in an advisory capacity.

All proposed replacement contractor personnel also must be listed on a signed Addendum to Corporate NDA and be instructed in the requirements of FAR 3.104. Any information provided by contractors in the performance of this TO or obtained by the Government is only to be used in the performance of the TO. The contractor shall put in place appropriate procedures for the protection of such information and shall be liable to the Government for any misuse or unauthorized disclosure of such information by its personnel, as defined above.

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H.8 GOVERNMENT-FURNISHED PROPERTY (GFP)

The contractor shall perform work on-site at Government locations or off-site at the contractor's location as identified below. The Government will specify post-award which specific functions and roles are permitted to be performed off-site.

On-site at Government locations:

- a. Task 2 – Provide Program Management
- b. Task 3 – Provide Component-level Project Management
- c. Task 6 – Strategic Planning and Capabilities, Threat, and Intelligence Analyses and Assessments
- d. Task 7 – Integrated Air and Missile Defense (IAMD) Program Support
- e. Task 8 – Information Operations and Special Activity Division (IOSAD) Support
- f. Task 9 – Operational Influence Platform (OIP)
- g. Task 10 – Army Adapt the Force (AtF) Assessment
- h. Task 11 – Army C-IED Training Support
- i. Task 12 – Army Logistics and Equipment Analysis
- j. Task 13 – Surge Support

Off-site at contractor locations:

- a. Task 1 – Accounting for Contract Services

Some contractor staff may work off-site at the contractor's location for the below tasks, the Government will provide more specificity after TOA regarding which job functions and capabilities can provide support off-site:

- a. Task 2 – Provide Program Management
- b. Task 6 – Strategic Planning and Capabilities, Threat, and Intelligence Analyses and Assessments
- c. Task 7 – Integrated Air and Missile Defense (IAMD) Program Support
- d. Task 8 – Information Operations and Special Activity Division (IOSAD) Support
- e. Task 9 – Operational Influence Platform (OIP)

Contractor personnel working on-site at a Government location/installation will be provided with a desktop or laptop, a work space, network access, and building badges/accesses to enter Government facilities. Contractor personnel that do not reside in Government spaces may be provided with a Government-issued laptop or network access.

The contractor shall safeguard and secure all GFP (**Section J, Attachment Q**) in accordance with DoD governing policies and procedures. All GFP including, but not limited to, IT equipment, software, communication devices, telephones, access cards, office furniture, and supplies shall be returned to TPOC or corresponding Government Technical Lead prior to the departure of each responsible contractor employee or at the end of the TO whichever date comes earlier. Use of all GFP for other than Government work is strictly prohibited.

H.8.1 GOVERNMENT-FURNISHED INFORMATION (GFI)

The Government will provide all information necessary for completion of the requirements after TOA.

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Use of all GFI for other than Government work is strictly prohibited.

H.9 KEY PERSONNEL

The following are the minimum personnel who shall be designated as “Key.” The Government does not intend to dictate the composition of the ideal team to perform this TO. Therefore, the Government will evaluate up to five additional Key Personnel as proposed by the contractor. The Key Personnel must possess all MANDATORY qualifications (those designated as “required”) at time of proposal submission.

- a. Program Manager (PM)
- b. USEUCOM Deputy Program Manager/Component Project Manager (CPM)
- c. Army Deputy Program Manager
- d. Army Lead
- e. Army Strategic Planning Specialist
- f. Army Intel Analyst Specialist
- g. Army Multinational/Partner Nation Specialist
- h. Army Biometrics Specialist
- i. Army Logistics Specialist
- j. FORSCOM Project Lead/CPM
- k. ARNG Project Lead/CPM
- l. USASOC Project Lead/CPM
- m. USARPAC Project Lead/CPM
- n. USAREUR Project Lead/CPM

The Government desires that Key Personnel be assigned for the duration of the TO.

H.9.1 PROGRAM MANAGER

The contractor shall identify a PM to serve as the Government’s primary POC. The PM is required to provide overall leadership and guidance for all contractor personnel assigned to the TO including assigning tasks to contractor personnel, supervising on-going technical efforts, and managing overall TO performance. The PM is responsible for the quality and efficiency of the TO, to include both technical issues and businesses processes. It is required that the PM be an employee of the prime contractor and have the authority to commit the contractor’s organization and make decisions for the contractor’s organization in response to Government issues, concerns, and comments, as well as be proactive in alerting the Government to potential contractual or programmatic, and resource limitations issues. The PM shall work within 50 miles of FORSCOM located Ft. Bragg in Fayetteville, North Carolina and shall be required to occasionally travel to CONUS and OCONUS military bases.

It is required that the PM has the following qualifications:

- a. Authority to commit the prime contractor’s organization.
- b. Current Project Management Institute (PMI) Project Management Professional (PMP) certification.
- c. Master’s degree.

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- d. Meets the Intermediate Level or equivalent level service staff college.
- e. Cleared for TS Information and eligible for access to SCI by the Central Clearance Facility (CCF) based on a single scope background investigation.

It is desirable that the PM has the following qualifications:

- a. Experience in managing a program similar in size, scope, and complexity to the requirements of this TO.
- b. Experience planning, directing, coordinating, and managing the offeror's proposed methodologies and approach of a project similar in size and scope as referenced in this TO, to include manpower utilization, procurement of materials and equipment, standards, training, problem resolution, and employee relations (including subcontractors, cost, budget, and managing to milestones).
- c. Demonstrated operational or institutional training domain experience and integration across Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, and Facilities (DOTMLPF).
- d. Experience managing contracts or TOs work occurring in a CONUS and OCONUS environment.

H.9.2 DEPUTY PROGRAM MANAGER (DPM)/ USEUCOM COMPONENT PROJECT MANAGER (CPM)

It is required that the DPM/ USEUCOM CPM has the following qualifications:

- a. Bachelor's degree
- b. Professional Military Education, Intermediate Level or equivalent level service staff college.
- c. Cleared for TS Information and granted access to SCI by the CCF based on a single scope background investigation.
- d. Ten years-experience within Information Operations at the service or joint level.

It is desirable that the DPM/ USEUCOM CPM has the following qualifications:

- a. Current PMI PMP certification or PgMP certification.
- b. Experience with military joint planning at a 4-star (or equivalent) Command.
- c. Knowledge of theater ballistic missile defense systems and architecture.
- d. Demonstrated experience in management of teams responsible for IO activities including MISO, MILDEC, CSO, and OPSEC support.
- e. Experience in managing teams, including subcontractors, which provide analysis on large data sets and have the ability to prioritize the most critical aspects of a project to ensure completion within budget constraints.
- f. Experience managing contracts or TOs work occurring in a CONUS and OCONUS environment.
- g. Master's Degree.
- h. Senior Service College (SSC) graduate.

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H.9.3 ARMY DEPUTY PROGRAM MANAGER

It is required that the Army Deputy PM has the following qualifications:

- a. Bachelor's Degree.
- b. Meets one of the following:
 - i. Intermediate Level or equivalent level service staff college or
 - ii. Warrant Officer Staff College or
 - iii. Army Sergeants Major Academy/USMC 1st Sergeants Course or
 - iv. Civilian Education System Intermediate Course
- c. Cleared for TS Information and eligible for access to SCI by the CCF based on a single scope background investigation.

It is desirable that the Army Deputy PM has the following qualifications:

- a. Experience integrating information, analysis, technology, and interagency collaboration, lessons learned, and best practices for training support to enable effective and efficient dissemination of C-IED training.
- b. Demonstrated, recent (within the last five years) experience with or knowledge of the Army C-IED training environment.
- c. Proven understanding of and experience with the U.S. Code Title 10/Title 22 responsibilities and the missions, roles and functions of COCOMs, ASCCs, and Direct Reporting Units.

H.9.4 ARMY LEAD

It is required that the Army Lead has the following qualifications:

- a. Bachelor's Degree.
- b. Meets one of the following:
 - i. Intermediate Level or equivalent level service staff college or
 - ii. Warrant Officer Staff College or
 - iii. Army Sergeants Major Academy/USMC 1st Sergeants Course or
 - iv. Civilian Education System Intermediate Course
- c. Cleared for TS Information and eligible for access to SCI by the CCF based on a single scope background investigation.

It is desirable that the Army Lead has the following qualifications:

- a. Experience directing, integrating and coordinating activities internally and with higher, subordinate, supporting, supported, and adjacent commands.
- b. Demonstrated, recent (within the last five years) experience with or knowledge of the emerging and non-traditional concepts that are shaping the character of contemporary joint and multinational warfare.
- c. Proven understanding of and experience with the U.S. Code Title 10/Title 22 responsibilities and the missions, roles and functions of COCOMs, ASCCs, and Direct Reporting Units.

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H.9.5 ARMY STRATEGIC PLANNING SPECIALIST

It is required that the Army Strategic Planning Specialist has the following qualifications:

- a. Bachelor's Degree.
- b. Meets the Intermediate Level or equivalent level service staff college.
- c. Cleared for TS Information and eligible for access to SCI by the CCF based on a single scope background investigation.

It is desirable that the Army Strategic Planning Specialist has the following qualifications:

- a. Proven understanding of key institutional and operational core processes, including formulation and implementation of strategy and strategic concepts and policies, and the generation, strategic projection, and operational employment of decisive joint and coalition land combat power.
- b. Proven understanding of the following functions: strategic appraisal; strategic and operational planning; joint, interagency, intergovernmental, and multinational (JIIM) integration; and strategic education.

H.9.6 ARMY INTEL SPECIALIST

It is required that the Army Intel Specialist has the following qualifications:

- a. Bachelor's Degree.
- b. Meets one of the following:
 - i. Captain Career Course or other uniform equivalent service course or
 - ii. Warrant Officer Advanced Course or
 - iii. Army Senior Leader Course/USMC Advance Course or
 - iv. Civilian Education System Basic Course.
- c. Cleared for TS Information and eligible for access to SCI by the CCF based on a single scope background investigation.

It is desirable that the Army Intel Specialist has the following qualifications:

- a. Proven understanding of and experience with Operational and Tactical Intelligence Support with respect to Intelligence Enabled Tactical Operations.
- b. Proven understanding of and experience with intelligence enhancing exploitation capabilities including forensics, biometrics, all-source intelligence, and EW.
- c. Proven understanding of and experience with multi-disciplined close access intelligence collection, exploitation operations, and analysis in support of conventional /special operations forces to provide actionable intelligence that drives changes to individual and collective training for time-sensitive detection, tracking, and locating of key targets.
- d. Proven understanding of and experience with the various Intelligence, Surveillance, and Reconnaissance platforms and their respective pursuit & exploitation Multi-INT, persistent area assessment, situational development, mission overwatch, and sensor to sensor/shooter cross cueing capabilities.
- e. Proven understanding of and experience with the DoD and the national intelligence community; defense intelligence programs; and, tailored intelligence required for the

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development of national security policy, national military strategy, and theater-strategic plans and operations.

H.9.7 ARMY MULTINATIONAL/PARTNER NATION SPECIALIST

It is required that the Army Multinational/Partner Nation Specialist has the following qualifications:

- a. Bachelor's degree.
- b. Meets one of the following:
 - i. Captain Career Course or other uniform equivalent service course or
 - ii. Warrant Officer Advanced Course or
 - iii. Army Senior Leader Course/USMC Advance Course or
 - iv. Civilian Education System Basic Course.
- c. Cleared for TS Information and eligible for access to SCI by the CCF based on a single scope background investigation.

It is desirable that the Army Multinational/Partner Nation Specialist has the following qualifications:

- a. Proven understanding of National Disclosure Policy (NDP), Foreign Visit/Certification Program, and actions involving extended visit requests of foreign nationals and foreign military training.
- b. Proven understanding of the requests for U.S. information from foreign governments and industry; and experience providing disclosure determinations to the Army and contractors.
- c. Proven understanding of and experience with coordinating between COCOMs, ASCCs, and various Country Team officials to build partner nation capacity through security cooperation agreements supporting TSC Plans.

H.9.8 ARMY BIOMETRICS SPECIALIST

It is required that the Army Biometrics Specialist has the following qualifications:

- a. Bachelor's Degree.
- b. Meets one of the following:
 - i. Captain Career Course or other uniform equivalent service course or
 - ii. Warrant Officer Advanced Course or
 - iii. Army Senior Leader Course/USMC Advance Course or
 - iv. Civilian Education System Basic Course.
- c. Cleared for TS Information and eligible for access to SCI by the CCF based on a single scope background investigation.

It is desirable that the Army Biometrics Specialist has the following qualifications:

- a. Demonstrated experience identifying existing materiel capability gaps within current force structures and evaluating emerging technologies as possible solutions for AtN gap mitigation.

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- b. Demonstrated experience facilitating the synchronization and integration of unit operations with the most current technical and scientific capabilities in order to develop facts, actionable information, or intelligence from IMP collected on an objective, point of occurrence, or event.
- c. Demonstrated experience that includes intelligence analysis and/or production, intelligence collection and/or operations, multi-disciplined intelligence, or threat support directly related to biometrics and forensics.
- d. Demonstrated knowledge of forensics and biometrics principles, concepts, and techniques of operational planning, identity management analysis, combat forensics, and related military intelligence.

H.9.9 ARMY LOGISTICS SPECIALIST

It is required that the Army Logistics Specialist has the following qualifications:

- a. Bachelor's Degree.
- b. Meets the Warrant Officer Staff College Course (WOSC).
- c. Cleared for Secret.

It is desirable that the Army Logistics Specialist has the following qualifications:

- a. Demonstrated experience integrating standard and non-standard equipment into military programs/units to meet operational requirements and unit readiness.
- b. Demonstrated experience of the entire sustainment operational environment which includes tactical, operational, and strategic formations in both conventional and special operations forces.
- c. Demonstrated experience developing, acquiring, fielding, sustaining, and safely disposing materiel by leveraging domestic, organic, commercial, and foreign technologies, and capabilities to meet the Army's current and future mission requirements.
- d. Demonstrated experience locating and acquiring standard and non-standard equipment and supplies through military and non-military supply sources to meet unit readiness and operational requirements.

H.9.10 FORSCOM CPM

It is required that the FORSCOM CPM has the following qualifications:

- a. Bachelor's degree.
- b. Meets one of the following Professional Military Education:
 - i. Captain Career Course or other uniform equivalent service course or
 - ii. Warrant Officer Advanced Course or
 - iii. Army Senior Leader Course/USMC Advance Course or
 - iv. Civilian Education System Basic Course or
- c. Cleared for TS Information and eligible for access to SCI by the CCF based on a single scope background investigation.

It is desirable that the FORSCOM CPM has the following qualifications:

- a. Proven understanding of and experience with the C-IED AtN line of effort.

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- b. Proven understanding of and experience with the C-IED DtD line of effort.
- c. Proven understanding of and experience with the Army C-IED AtF line of effort.
- d. Demonstrated experience focused on the collection, analysis, and dissemination of lessons and best practices to ensure the Service has current information on threat IED environments, trends, TTPs and information on effective countermeasures.
- e. Demonstrated analysis of current and future IED threats to provide Soldiers with relevant C-IED training. Training will range from tasks that are common to all skill levels to tasks for specific military occupational specialties (MOSs). Such training may be of a contingency nature to address an actual or emerging IED threat. These changes will require updates to training conducted in the operational domain.
- f. Proven understanding of U.S. Code Title 10/Title 22 responsibilities and the missions, roles and functions of Combatant Commands, Service Component Commands and Direct Reporting Units.
- g. Proven understanding of the roles, responsibilities, practices, procedures, and concepts necessary to integrate battle command, models and simulations into the operational environment.
- h. Proven understanding of the emerging and non-traditional concepts that are shaping the character of contemporary joint and multinational warfare.
- i. Proven understanding of the IrW and threat networks.
- j. Service on brigade, echelons-above-brigade, division and/or corps staffs.

H.9.11 ARNG CPM

It is required that the ARNG CPM has the following qualifications:

- a. Bachelor's degree.
- b. Meets one of the following:
 - i. Captain Career Course or other uniform equivalent service course or
 - ii. Warrant Officer Advanced Course or
 - iii. Army Senior Leader Course/USMC Advance Course or
 - iv. Civilian Education System Basic Course.

It is desirable that the ARNG CPM has the following qualifications:

- a. Proven understanding of and experience with State/Territory (Title 32) and Federal (Title 10) Duty focus for battalion and brigade command and division through Joint Force HQ staff officer positions.
- b. Proven understanding of and experience with readiness resource requirements and CTEs at CTCs, regional collective training centers, Mobilization Force Generation Installations, major mission command, and home-station training events.
- c. Proven understanding of and experience with LVCG strategy integration of integrating simulations and technology-based exercises into unit and Soldier training.
- d. Cleared for TS Information and eligible for access to SCI by the Central Clearance Facility (CCF) based on a single scope background investigation.

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H.9.12 USASOC CPM

It is required that the USASOC CPM has the following qualifications:

- a. Bachelor's degree.
- b. Meets one of the following:
 - i. Captain Career Course or other uniform equivalent service course or
 - ii. Warrant Officer Advanced Course or
 - iii. Army Senior Leader Course/USMC Advance Course or
 - iv. Civilian Education System Basic Course or
- c. Cleared for TS Information and eligible for access to SCI by the CCF based on a single scope background investigation.

It is desirable that the USASOC CPM has the following qualifications:

- a. Service as 11A 5S or 18A, 180A, or 18B-Z.
- b. Proven understanding of and experience with intelligence fusion operations for conventional forces/special operations forces and integration of intelligence/action planning cycle capabilities into training development.

H.9.13 USARPAC CPM

It is required that the USARPAC CPM has the following qualifications:

- a. Bachelor's degree.
- b. Meets one of the following:
 - i. Captain Career Course or other uniform equivalent service course or
 - ii. Warrant Officer Advanced Course or
 - iii. Army Senior Leader Course/USMC Advance Course or
 - iv. Civilian Education System Basic Course.
- c. Cleared for TS Information and eligible for access to SCI by the CCF based on a single scope background investigation.

It is desirable that the USARPAC CPM has the following qualifications:

- a. Proven understanding of and experience with providing multinational training activities OCONUS in the USPACOM AOR.
- b. Experience with managing resources and providing support at geographically dispersed locations (e.g., Hawaii, Alaska, and Korea).

H.9.14 USAREUR CPM

It is required that the USAREUR CPM has the following qualifications:

- a. Bachelor's degree.
- b. Meets one of the following:
 - i. Captain Career Course or other uniform equivalent service course or
 - ii. Warrant Officer Advanced Course or
 - iii. Army Senior Leader Course/USMC Advance Course or

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- iv. Civilian Education System Basic Course.
- c. Cleared for TS Information and eligible for access to SCI by the CCF based on a single scope background investigation.

It is desirable that the USAREUR CPM has the following qualifications:

- a. Proven understanding of and experience with providing MN training activities OCONUS in the USEUCOM AOR.
- b. Proven understanding of and experience with coordinating between COCOMS, ASCCs, and various Country Team officials to build partner nation capacity through security cooperation agreements supporting TSC Plans.

H.9.15 KEY PERSONNEL SUBSTITUTION

The contractor shall not replace any personnel designated as Key Personnel without the written concurrence of the CO. Prior to utilizing other than personnel specified in proposals in response to a TOR, the contractor shall notify the Government CO and the COR of the existing TO. This notification shall be no later than ten calendar days in advance of any proposed substitution and shall include justification (including resume(s) and labor category of proposed substitution(s)) in sufficient detail to permit evaluation of the impact on TO performance.

Substitute personnel qualifications shall be equal to, or greater than, those of the personnel being substituted. If the Government CO and the COR determine that a proposed substitute personnel is unacceptable, or that the reduction of effort would be so substantial as to impair the successful performance of the work under the TO, the contractor may be subject to default action as prescribed by FAR 52.249-6 Termination (Cost Reimbursement).

H.10 SPECIALIZED NON-KEY PERSONNEL SKILLS

The Government desires that the non-Key contractor personnel possess qualifications, skills, and/or experience that meet or exceed Section C tasks and subtasks. The contractor shall be capable of rapidly responding to changes associated with the dynamic threat environment. Additionally, all contractor personnel with a duty station located in Germany shall also have, at a minimum, the specified qualifications, skills, and/or experience in order to be accredited by TESA as a Technical Expert (TE).

H.11 TRAVEL

H.11.1 TRAVEL REGULATIONS

Contractor costs for travel will be reimbursed at the limits set in the following regulations (see FAR 31.205-46):

- a. Federal Travel Regulations (FTR) - prescribed by the GSA, for travel in the contiguous U.S.
- b. Joint Travel Regulations (JTR), Volume 2, DoD Civilian Personnel, Appendix A - prescribed by the DoD, for travel in Alaska, Hawaii, and outlying areas of the U.S.
- c. Department of State Standardized Regulations (DSSR) (Government Civilians, Foreign Areas), Section 925, "Maximum Travel Per Diem Allowances for Foreign Areas" - prescribed by the DoS, for travel in areas not covered in the FTR or JTR.

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Contractor personnel shall travel via the most cost effective, efficient, and secure transport means available. Such means may include military aircraft, operated by U.S. or any coalition aircraft authorized to carry uniformed military logistics personnel.

H.11.2 TRAVEL AUTHORIZATION REQUESTS (TARs)

Before undertaking travel to any Government site or any other site in performance of this Contract, the contractor shall have this travel approved by, and coordinated with, the FEDSIM COR and the applicable Government Technical Lead. Notification shall include, at a minimum, the number of persons in the party, traveler name, destination, duration of stay, purpose, and estimated cost. Prior to any long distance travel, the contractor shall prepare a TAR (**see Section J, Attachment R**) for Government review and approval. Long-distance travel will be reimbursed for cost of travel comparable with the FTR, JTR, and DSSR.

Requests for travel approval shall:

- a. Identify the TO number.
- b. Identify the CLIN associated with the travel.
- c. Contain the following:
 - i. Date, time and points of departure,
 - ii. Destination, time and dates of arrival,
 - iii. Name of each Contractor employee, company and position title traveling,
 - iv. Origin,
 - v. Dates of Travel,
 - vi. Organization to be visited,
 - vii. Purpose of Travel,
 - viii. Requesting Individual's Name,
 - ix. Estimate of Travel Funds Required (Include Airfare, Rental Car, Lodging, Transportation, Parking, POV mileage, Gasoline, Other),
 - x. TPOC and/or Technical Lead Concurrence
 - xi. FEDSIM COR Approval
- d. Be submitted in advance of the travel with 5 workdays to permit review and approval.

The contractor shall use only the minimum number of travelers and rental cars needed to accomplish the task(s). Travel shall be scheduled during normal duty hours whenever possible.

H.12 ODCs

The Government may require the contractor to purchase supplies critical and related to the services being acquired under the TO. Such requirements will be identified during the course of a TO by the Government or the contractor. If the contractor initiates a purchase within the scope of this TO and the prime contractor has an approved purchasing system, the contractor shall submit to the FEDSIM COR a Request to Initiate Purchase (RIP) (**Section J, Attachment S**). If the prime contractor does not have an approved purchasing system at any point during TO performance, the contractor shall submit to the CO a Consent to Purchase (CTP). The RIP and CTP shall include the purpose, specific items, estimated cost, cost comparison, and rationale.

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The contractor shall not make any purchases without an approved RIP from the COR or an approved CTP from the CO.

H.13 STATUS OF FORCES AGREEMENTS (SOFA)

With consultation with the servicing legal advisor, the TPOC will inform the contractor of the existence of all relevant SOFA and other similar documents, and provide copies upon request. The contractor is responsible for obtaining all necessary legal advice concerning the content, meaning, application, etc. of any applicable SOFAs, and similar agreements. The contractor shall adhere to all relevant provisions of the applicable SOFAs and other similar related agreements.

Invited Contractor (IC) and Technical Representative (TR) status shall be governed by the various SOFA implemented by U.S. Forces in a variety of theaters (e.g., South Korea, Italy, and Germany). The contractor shall coordinate with the Government to satisfy all requirements by the governing regulations for the specified theater. The contractor shall do the initial research into the requirements and inform the Government as to what the requirements are to travel into theater. It is agreed that the withdrawal of IC or TR status, or the withdrawal of, or failure to provide any of the privileges associated therewith by the U.S. shall not constitute grounds for excusable delay by the contractor in the performance of the TO and will not justify or excuse the contractor defaulting in the performance of this TO. Furthermore, withdrawal of SOFA status for any reason shall not serve as a basis for the contractor filing any claims against the U.S.

H.13.1 GERMANY SOFA STATUS PROVISIONS

The Contractor shall comply with Army in Europe Regulation 715-9 “Contractor Personnel in Germany – Technical Expert, Troop Care, and Analytical Support Personnel”, USAR Regulation 600-700, “Identification Cards and Individual Logistics Support”, and guidance provided on DOCPER and USA Europe Civilian Personnel Directorate websites for SOFA and TESA status.

The DoD Contractor Personnel Officer (DOCPER) implements the Agreements of 27 March 1998, and the Agreements of 29 June 2001, signed by the U.S. Embassy and German Foreign Ministry, establishing bilateral implementation of Articles 72 and 73 of the Supplementary Agreement (SA) to the NATO Status of Forces Agreement. These two Articles govern the use in Germany of DoD contractor employees as Technical Experts (TE), Troop Care (TC) providers, and Analytical Support (AS) contractor personnel. Contracts that propose to employ TE, TC providers, or AS personnel in Germany, and the applications of individuals seeking TE/TC/AS status under those contracts, are submitted through DOCPER. DOCPER website <http://www.per.hqusareur.army.mil/cpd/docper/GermanyDefault.aspx> provides guidance for DoD Contractors for SOFA and TESA status.

H.13.2 KOREA SOFA STATUS PROVISIONS

IC and TR status shall be governed by the U.S.-ROK Status of Forces Agreement (SOFA) as implemented by United States Forces Korea (USFK) Reg 700-19, which can be found under the “publications” tab on the US Forces Korea homepage <http://www.usfk.mil>. In addition, the contractor shall also adhere to guidance provided in the Korea SOFA Guide (**Section J, Attachment T**).

SECTION H – SPECIAL CONTRACT REQUIREMENTS

Contract personnel may be classified as members of the “civilian component” under Article I-(b) of the SOFA between Korea and the United States. This classification may be available, upon application, to all of the contractor personnel who are United States citizens, who do not ordinarily reside in Korea, and whose presence in Korea is necessary for the execution of this contract. This classification may entitle the employee to enter Korea, pursuant to invitational orders, under Article IX of the SOFA. Contractor personnel classified as members of the “civilian component” under this Section shall be subject to all U.S. Forces regulations and directives, which pertain to the “civilian component” in Korea. The following privileges may be extended in accordance with current U.S. Department of Defense Directives, Military Base Interservice Support Agreements and the SOFA.

- a. Entry into and exit from Korea as “exempt personnel.”
- b. Duty free import-export into and from Korea.
- c. U.S. customs exemptions under USFJ PL 4-3.
- d. U.S. customs exemptions under the Tariff Act of 1930.
- e. Army Air Force Exchange Service (AAFES), exchange service station, theater, and commissary, subject to Merchandise Control Directives to be administered through the Office of Information.
- f. Laundry and dry cleaning.
- g. Military banking facilities.
- h. Transient billeting facilities on a space-available basis, not to exceed three days and three nights.
- i. Open mess (club) membership, as determined by each respective club.
- j. Casualty assistance (mortuary services) on a reimbursable basis, as specified in AFI 34-501.
- k. Routine medical care to be provided on a reimbursable basis, in accordance with AFI 41-115.
- l. Dental care is limited to relief of emergencies on a reimbursable basis.
- m. Employment, emergency leave, and home leave-type travel and transportation for principal U.S. civilian employees and their families will be provided on a reimbursable basis, insofar as such travel and transportation entitlements do not exceed those authorized members of the U.S. civilian component. Contractors shall not be allowed space available travel privileges aboard Air Mobility Command contract or military aircraft as provided military personnel unless such person travels in a retired military status.
- n. Department of Defense Dependent Schools (DODDS) Elementary and Secondary Education facilities on a space available, tuition-paying basis.
- o. Postal support, as authorized by DoD 4525-8AF Sup 1.
- p. Local recreation services on a space available basis.
- q. Armed Forces Recreation Center, on a space available basis.
- r. Privately owned vehicle (POV) operator’s license.
- s. Registration of privately owned vehicle (POV).
- t. Purchase of petroleum and oil products.

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Whenever the word “reimbursable” is used in the aforementioned logistic support/privileges, it means that contractors shall pay the U.S. Government for the services rendered and/or supplies utilized.

H.13.3 ITALY SOFA STATUS PROVISIONS

The United States Sending Office for Italy (USSSO) is the DoD diplomatic-legal office responsible for supervising the administration of the NATO SOFA in Italy. USSSO is also the diplomatic representative for all foreign criminal jurisdiction issues involving DoD personnel; the NATO SOFA, and Foreign Claims Act claims arising out of DoD activities in Italy; the legal advisor to the office of Defense Cooperation (ODC); the legal representative in Italy for USUECOM; the litigation liaison to the U.S. DoJ for all Italian civil and labor litigation involving DoD activities; and, the staff civil law advisor to the Ambassador and the diplomatic mission. Contractor personnel performing in Italy shall comply with all applicable NATO SOFA requirements and provisions. USSSO URL: <http://italy.usembassy.gov/ussso.html>

H.14 EXPORT-CONTROL ITEMS

The contractor and/or its subcontractors may be required to generate, or need access to, export-controlled items. It is the responsibility of the contractor, as the exporter, to obtain the appropriate export license or exemption(s). The Government will work with the contractor post-award and assist the contractor in obtaining the appropriate export license or exemption(s). The contractor shall comply with all U.S. laws, policies, and regulations applicable to the exchange of information with foreign nationals and foreign countries, including but not limited to the International Traffic in Arms Regulations (ITAR), the Export Administration Regulations (EAR), and policies of the requiring activity’s foreign disclosure office, in accomplishing the requirements. Refer to DFARS Clause 252.225-7048, Export-Controlled Items (Jun 2013) for compliance.

The contractor may be required to release or exchange information with representatives of Five Eyes, NATO, Resolute Support, and certain critical Nation-States of:

- a. USAFRICOM: Angola, Djibouti, Malawi, Benin, Equatorial Guinea, Mali, South Africa, Botswana, Mauritania, South Sudan, Burkina Faso, Ethiopia, Mauritius, Burundi, Gabon, Mozambique, Swaziland, Cameroon, The Gambia, Namibia, Tanzania, Cape Verde, Ghana, Niger, Togo, Central African Republic, Guinea, Nigeria, Uganda, Chad, Guinea-Bissau, Rwanda, Comoros, Kenya, Sao Tome, Principe, Zambia, Democratic Republic of the Lesotho, Senegal, Republic of the Seychelles, African Union, Madagascar
- b. USPACOM: Republic of the Philippines, Republic of Korea, Japan, Thailand, Cambodia, Bangladesh, Brunei, French Polynesia, Indonesia, India, Malaysia, Maldives, Mauritius, Nepal, Pakistan, Palau
- c. USEUCOM: Albania, Armenia, Austria, Azerbaijan, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Kosovo, Latvia, Lithuania, Luxembourg, Macedonia, Moldova, Montenegro, Netherlands, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, and United Kingdom

SECTION H – SPECIAL CONTRACT REQUIREMENTS

- d. USCENTCOM: Bahrain, Egypt, Jordan, Kazakhstan, Kuwait, Kyrgyzstan, Oman, Pakistan, Qatar, Saudi Arabia, Tajikistan, Turkmenistan, U.A.E., Uzbekistan, Yemen

And, any other partner nations where the contractor has received written approval by the Requesting Authority for this TO.

H.15 COMMERCIAL SOFTWARE AGREEMENTS

The Government understands that commercial software tools that may be purchased in furtherance of this TO and as contemplated in the ODC CLINs in Section B.2 may be subject to commercial agreements which may take a variety of forms, including without limitation licensing agreements, terms of service, maintenance agreements, and the like, whether existing in hard copy or in an electronic or online format such as "clickwrap" or "browsewrap" (collectively, "Software Agreements"). The parties acknowledge that the FAR clause at 12.212(a) requires the Government to procure such tools and their associated documentation under such Software Agreements to the extent such Software Agreements are consistent with Federal law.

H.15.1 In order to ensure that the Software Agreements are consistent with Federal law, the contractor shall not make any purchase contemplated in Section C without first securing the consent of the licensor of such software tools to amend the Software Agreements in accordance with the Amendment clause set forth in Section H.15.3 below. The contractor shall submit documentary evidence of such consent as part of its technical proposal.

H.15.2 The requirements of this Section H.15.2 apply only to those commercial software tools newly purchased under this TO; they do not apply to software furnished as GFP/GFI (if any). Further, they apply only to those Software Agreements that define the Government as the licensee or are intended to be transferred or assigned to the Government, with the Government becoming the licensee, at the end of this TO.

H.15.3 As used in the Amendment clause, the term "this Agreement" refers to each Software Agreement. The relevant definitions and the capitalization of terms (e.g., Licensee, Licensor, Software, Agreement) may be adjusted as necessary to match the nomenclature of the Software Agreement.

Amendment For Federal Government Licensees, this Agreement is hereby amended as follows:

- a. Dispute resolution and governing law: Any arbitration, mediation or similar dispute resolution provision in this Agreement is hereby deleted. This Agreement shall be governed by and interpreted and enforced in accordance with the laws of the United States of America, and dispute resolution shall take place in a forum, and within the time period, prescribed by applicable federal law. To the extent permitted by federal law and then only to the extent not pre-empted by federal law, the laws of the state specified in this Agreement (excluding its choice of law rules) will apply. No equitable or injunctive relief, and no shifting of legal fees or costs, may be sought against the Federal Government Licensee except as, and then only to the extent, specifically authorized by applicable federal statute.
- b. Indemnification: Any provisions in this Agreement requiring any Federal Government Licensee to indemnify any party are hereby deleted and shall not apply. Any provisions requiring the licensor to indemnify the Federal Government Licensee shall be revised to

SECTION H – SPECIAL CONTRACT REQUIREMENTS

state that such indemnification, and the conduct and/or settlement of any applicable proceedings, shall be subject to 28 USC 516.

- c. Changes in templates: This Agreement shall apply in the version attached hereto. Subsequent updates to or changes in the licensor's standard commercial templates for such agreements shall not be binding on the Federal Government Licensee, except by prior express written agreement of both parties.
- d. Fees, taxes and payment: If the Software is licensed as part of a separate Government contract between the Federal Government Licensee and a prime contractor, the provisions of such contract regarding fees, taxes and payment shall supersede any provisions of this Agreement regarding same. Notwithstanding the foregoing: (a) express written agreement of the Federal Government Licensee shall be required prior to (i) any extension or renewal of this Agreement or the associated fees or (ii) any change in the fees; (b) late payments shall be governed by the Prompt Payment Act and the regulations at 5 CFR 1315; and (c) no cost of collection on delinquent invoices may be sought against the Federal Government Licensee except as, and then only to the extent, specifically authorized by applicable federal statute.
- e. Assignment: Licensor may not assign this Agreement or its rights or obligations there under, in whole or in part, except in accordance with the procedures set forth in FAR subparts 32.8 and/or 42.12, as applicable.
- f. No waiver of liability or cause of action: Any provision requiring the Federal Government Licensee to agree to waive or otherwise not to pursue any claim against the licensor it may otherwise have is hereby deleted. Without limiting the generality of the foregoing, the parties agree that nothing in this Agreement, including but not limited to the limitation of liability clauses, in any way grants the licensor a waiver from, release of, or limitation of liability pertaining to, any past, current or future violation of federal law and that no clause restricting users' statements shall be read to restrict the Federal Government Licensee's ability to pursue any course of action otherwise permitted by federal law, regulation, or policy, including without limitation making public statements in connection with any suspension or debarment action.
- g. Audit: Any clauses in this Agreement allowing for an audit of the Federal Government Licensee's records or information systems, or verification of its compliance with this Agreement generally, shall be subject to the Federal Government Licensee's requirements pertaining to security matters, including without limitation clearances to be held and non-disclosure agreements to be executed by auditors, badging or escorting requirements for access to premises, and other applicable requirements. Any over-use identified in an audit shall be referred to the prime contractor or the Federal Government Licensee's CO (as applicable) for action. No audit costs may be sought against the Federal Government Licensee except as, and then only to the extent, specifically authorized by applicable federal statute.
- h. Compliance with laws: The parties acknowledge that the United States, as a sovereign, is subject to the laws of the United States. Nothing in this Agreement shall be interpreted to imply consent by any Federal Government Licensee to submit to the adjudicative or enforcement power of any regulatory, administrative, or judicial authority of, or the application of the laws of, another jurisdiction. Any provision inconsistent with

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applicable federal law that is not listed above is hereby deemed omitted from this Agreement to the extent of such inconsistency.

- i. Third party terms: Any third party licensing terms associated with third-party software components or products embedded in or otherwise provided with the Software shall be deemed amended in accordance with Sections a. through h. above.

H.16 SECTION 508 COMPLIANCE REQUIREMENTS

Unless the Government invokes an exemption, all Electronic and Information Technology (EIT) products and services proposed shall fully comply with Section 508 of the Rehabilitation Act of 1973, per the 1998 Amendments, 29 U.S.C. 794d, and the Architectural and Transportation Barriers Compliance Board's Electronic and Information Technology Accessibility Standards at 36 CFR 1194. The contractor shall identify all EIT products and services proposed, identify the technical standards applicable to all products and services proposed and state the degree of compliance with the applicable standards. Additionally, the contractor must clearly indicate where the information pertaining to Section 508 compliance can be found (e.g., Vendor's or other exact web page location). The contractor must ensure that the list is easily accessible by typical users beginning at TOA.

H.17 INTELLECTUAL PROPERTY

The existence of any patent, patent application, or other intellectual property right that encumbers any deliverable must be disclosed in writing on the cover letter that accompanies the delivery. If no such disclosures are provided, the data rights provisions in DFARS 252.227-7020 apply. The Software Agreements referenced in Section H.15, amended as contemplated therein, shall be deemed to constitute such disclosure with regard to their associated commercial software tools and shall prevail over any inconsistent provision in DFARS 252.227-7020 to the extent of such inconsistency.

H.18 AWARD FEE

See the Award Fee Determination Plan in **Section J, Attachment N**.

H.19 SPECIALIZED DATA REQUIREMENTS

The Government will retain full ownership of all content and works first produced, created, or generated in the performance of Task 9, Operational Influence Platform. The contractor shall transfer ownership of all website addresses, applications, and log-in information, such as user names, created or used during TO performance to USEUCOM upon completion of work under Task 9. The Government will withhold payment of the final annual invoice until this requirement is satisfied and acknowledged by the Government specific TPOC and the COR.

The Government will also retain full ownership of the Collaboration Portals developed and delivered under Task 2 and all TSPs and TSEs developed and delivered under Task 11 in accordance with DFARS 252.227-7020.

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H.20 SMALL BUSINESS UTILIZATION

Per FAR 52.219-8, Utilization of Small Business Concerns, the Government is committed to ensuring that small businesses are provided maximum practicable opportunity to participate opportunity to participate as subcontractors in the performance of this TO.

The contractor shall report the percentage of subcontracted dollars allocated for small business subcontractor support. The contractor shall submit a report with this information (**Section F, Deliverable 63**).

H.21 HOUSING (Guantanamo, Cuba)

For this contract, the Government will provide up to TWO (2) family housing units (based on availability) for the Contractor's use. Housing will be assigned as follows: accompanied personnel with maximum family size of three (3) dependents; unaccompanied personnel assignment will be made based on a minimum of one person per bedroom. If house sharing, accompaniment by dependents will not be allowed. The Government will provide family housing units with the following appliances: refrigerator, stove, dishwasher, microwave, washer, and dryer. All other furnishings other than the listed appliances will be provided by the contractor. Issuances of these housing units and rental rates are controlled by the Housing Department, building 2295, phone 757-458-4063/4172. Should the contractor's assigned units not be fully occupied, the Housing Department will cancel the assignment and return the unit to inventory for other use. Personnel shall abide by all Family Housing instructions, which are not part of this contract but available upon request. Contractors will pay rent under the Fair Market Rental (FMR) Program and these rates are available upon request. Rental rates include trash and maintenance costs. Rental rates are normally adjusted annually based on market appraisal, utilities cost adjustment and/or the annual Consumer Price Index. All family housing units are equipped with electric and water meters. Utilities cost is billed along with monthly rent and is based on established rates and actual consumption. All payments must be remitted via the Department of Treasury's web portal www.pay.gov.

SECTION I – CONTRACT CLAUSES

I.1 TASK ORDER CLAUSES

FAR 52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This TO incorporates one or more clauses by reference with the same force and effect as if they were given in full text. Upon request the CO will make their full text available. Also, the full text of a provision may be accessed electronically at:

FAR website: <http://www.acquisition.gov/far>

All provisions will be removed at TOA.

Clause No	Clause Title	Date
52.202-1	Definitions	(Nov 2013)
52.203-3	Gratuities	(Apr 1984)
52.203-5	Covenant Against Contingent Fees	(May 2014)
52.203-6	Restrictions on Subcontractor Sales to the Government	(Sep 2006)
52.203-7	Anti-Kickback Procedures	(May 2014)
52.203-8	Cancellation, Rescission, and Recovery of Funds for Illegal or Improper Activity	(May 2014)
52.203-10	Price or Fee Adjustment for Illegal or Improper Activity	(May 2014)
52.203-11 (Provision)	Certification and Disclosure Regarding Payments to Influence Certain Federal Transactions	(Sep 2007)
52.203-12	Limitation on Payments to Influence Certain Federal Transactions	(Oct 2010)
52.203-13	Contractor Code of Business Ethics and Conduct	(Apr 2010)
52.204-2	Security Requirements	(Aug 1996)
52.204-4	Printed or Copied Double-Sided on Recycled Paper	(May 2011)
52.204-9	Personal Identity Verification of Contractor Personnel	(Jan 2011)
52.204-10	Reporting Subcontract Awards	(Jul 2013)
52.204-23	Prohibition on Contracting for Hardware, Software, and Services Developed or Provided by Kaspersky Lab and Other Covered Entities	(Jul 2018)

SECTION I – CONTRACT CLAUSES

52.209-6	Protecting the Government’s Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment	(Aug 2013)
52.215-2	Audit and Records – Negotiation	(Oct 2010)
52.215-8	Order of Precedence—Uniform Contract Format	(Oct 1997)
52.215-10	Price Reduction for Defective Certified Cost or Pricing Data	(Aug 2011)
52.215-11	Price Reduction for Defective Cost or Pricing Data— Modifications	(Aug 2011)
52.215-12	Subcontractor Cost or Pricing Data	(Oct 2010)
52.215-13	Subcontractor Cost or Pricing Data—Modifications	(Oct 2010)
52.215-15	Pension Adjustments and Asset Reversions	(Oct 2010)
52.215-16	Facilities Capital Cost of Money	(Jun 2003)
52.215-17	Waiver of Facilities Capital Cost of Money	(Oct 1997)
52.215-18	Reversion of Adjustment of Plans for Postretirement Benefits (PRB) Other Pensions	(Jul 2005)
52.215-21	Requirements for Cost or Pricing Data or Information Other than Cost or Pricing Data – Modifications	(Oct 2010)
52.219-8	Utilization of Small Business Concerns	(Oct 2014)
52.222-2	Payment for Overtime Premiums: (a) Time and one half for non- salaried employees	(Jul 1990)
52.222-3	Convict Labor	(Jun 2003)
52.222-21	Prohibition of Segregated Facilities	(Feb 1999)
52.222-26	Equal Opportunity	(Mar 2007)
52.222-35	Equal Opportunity for Veterans	(Sep 2010)
52.222-36	Affirmative Action for Workers with Disabilities	(Oct 2010)
52.222-37	Employment Reports Veterans	(Sep 2010)
52.222-50	Combating Trafficking in Persons	(Feb 2009)
52.222-54	Employment Eligibility Verification	(Jul 2012)

SECTION I – CONTRACT CLAUSES

52.223-5	Pollution Prevention and Right-to-Know Information	(May 2011)
52.223-5	Pollution Prevention and Right-to-Know Information (Alternate I)	(May 2011)
52.223-6	Drug-Free Workplace	(May 2001)
52.225-13	Restrictions on Certain Foreign Purchases	(Jun 2008)
52.230-2	Cost Accounting Standards	(May 2014)
52.230-6	Administration of Cost Accounting Standards	(Jun 2010)
52.232-17	Interest	(May 2014)
52.232-18	Availability of Funds	(Apr 1984)
52.232-20	Limitation of Cost	(Apr 1984)
52.232-22	Limitation of Funds	(Apr 1984)
52.232-25	Prompt Payment	(Jul 2013)
52.232-23	Assignment of Claims	(May 2014)
52.232-23	Assignment of Claims (Alternate I)	(Apr 1984)
52.232-33	Payment by Electronic Funds Transfer-System for Award Management	(Jul 2013)
52.232-39	Unenforceability of Unauthorized Obligations	(Jun 2013)
52.232-99	Providing Accelerated Payment to Small Business Subcontractors (Deviation)	(Aug 2012)
52.233-1	Disputes	(May 2014)
52.233-1	Disputes (Alternate I)	(Dec 1991)
52.233-2	Service of Protest	(Sep 2006)
52.233-3	Protest After Award	(Aug 1996)
52.233-3	Protest After Award (Alternate I)	(Jun 1985)
52.233-4	Applicable Law for Breach of Contract Claim	(Oct 2004)
52.237-2	Protection of Government Buildings, Equipment, and Vegetation	(Apr 1984)

SECTION I – CONTRACT CLAUSES

52.237-3	Continuity of Services	(Jan 1991)
52.237-10	Identification of Uncompensated Overtime	(Mar 2015)
52.242-1	Notice of Intent to Disallow Costs	(Apr 1984)
52.242-3	Penalties for Unallowable Costs	(May 2014)
52.242-4	Certification of Final Indirect Costs	(Jan 1997)
52.242-13	Bankruptcy	(Jul 1995)
52.243-2	Changes—Cost Reimbursement	(Aug 1987)
52.243-2	Changes – Cost Reimbursement (Alternate II)	(Apr 1984)
52.244-2	Subcontracts	(Oct 2010)
52.244-2	Subcontracts (Alternate I)	(Jun 2007)
52.244-5	Competition in Subcontracting	(Dec 1996)
52.244-6	Subcontracts for Commercial Items	(Apr 2015)
52.245-1	Government Property	(Apr 2012)
52.245-9	Use and Charges	(Apr 2012)
52.246-3	Inspection of Supplies – Cost-Reimbursement	(May 2001)
52.246-5	Inspection of Services—Cost-Reimbursement	(Apr 1984)
52.246-16	Responsibility for Supplies	(Apr 1984)
52.246-23	Limitation of Liability	(Feb 1997)
52.246-25	Limitation of Liability—Services	(Feb 1997)
52.247-34	F.O.B. Destination	(Nov 1991)
52.249-6	Termination (Cost-Reimbursement)	(May 2004)
52.249-14	Excusable Delays	(Apr 1984)
52.251-1	Government Supply Sources	(Apr 2012)
52.208-4	Vehicle Lease Payments	(April 1984)
52.208-5	Condition of Leased Vehicles	(April 1984)

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52.208-6	Marking of Leased Vehicles	(April 1984)
52.208-7	Tagging of Leased Vehicles, for vehicles leased over 60 days (see Subpart B of 41 CFR Part 102-34)	(May 1986)

FAR 52.217-8, Option to Extend Services (Nov 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed six months. The Contracting Officer may exercise the option by written notice to the Contractor within 10 days.

FAR 52.217-9, Option to Extend the Term of the Contract (Mar 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor within 30 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed five years and six months.

I.1.1 DEFENSE FEDERAL ACQUISITION REGULATION SUPPLEMENTS (DFARS) CLAUSES INCORPORATED BY REFERENCE

The full text of a provision may be accessed electronically at:

Defense Procurement website: www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html

Clause No	Clause Title	Date
252.201-7000	Contracting Officer's Representative.	(Dec 1991)
252.203-7000	Requirements Relating to Compensation of Former DoD Officials.	(Sep 2011)
252.203-7002	Requirement to Inform Employees of Whistleblower Rights.	(Sep 2013)
252.203-7003	Agency Office of the Inspector General.	(Dec 2012)
252.204-7000	Disclosure Of Information.	(Aug 2013)

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252.204-7003	Control Of Government Personnel Work Product.	(Apr 1992)
252.204-7005	Oral Attestation of Security Responsibilities.	(Nov 2001)
252.204-7012	Safeguarding of Unclassified Controlled Technical Information.	(Nov 2013)
252.205-7000	Provision Of Information To Cooperative Agreement Holders.	(Dec 1991)
252.209-7004	Subcontracting With Firms That Are Owned or Controlled By The Government of a Terrorist Country.	(Mar 2014)
252.209-7998	Representation Regarding Conviction of a Felony Criminal Violation under any Federal or State Law.	(Mar 2012)
252.209-7999	Representation by Corporations Regarding an Unpaid Delinquent Tax Liability or a Felony Conviction under any Federal Law.	(Jan 2012)
252.211-7003	Item Identification and Valuation.	(Dec 2013)
252.211-7007	Reporting of Government-Furnished Property.	(Aug 2012)
252.222-7006	Restrictions on the Use of Mandatory Arbitration Agreements.	(Dec 2010)
252.223-7004	Drug Free Work Force.	(Sep 1988)
252.225-7040	Contractor Personnel Supporting U.S. Armed Forces Deployed Outside the United States	(Jan 2015)
252.225-7043	Antiterrorism/Force Protection Policy for Defense Contractors Outside the United States	(Mar 2006)
252.225-7048	Export-Controlled Items	(Jun 2013)
252.227-7013	Rights in Technical Data - Noncommercial Items.	(Feb 2014)
252.227-7014	Rights in Noncommercial Computer Software and Noncommercial Computer Software Documentation.	(Feb 2014)
252.227-7015	Technical Data-Commercial Items	(Feb 2014)
252.227-7016	Rights in Bid or Proposal Information.	(Jan 2011)
252.227-7017	Identification and Assertion of Use, Release, or Disclosure Restrictions	(Jan 2011)

SECTION I – CONTRACT CLAUSES

252.227-7019	Validation of Asserted Restrictions - Computer Software.	(Sep 2011)
252.227-7020	Rights in Special Works.	(Jun 1995)
252.227-7021	Rights in Data – Existing Works	(Mar 1979)
252.227-7027	Deferred Ordering of Technical Data or Computer Software	(Apr 1988)
252.227-7028	Technical Data or Computer Software Previously Delivered to the Government.	(Jun 1995)
252.227-7030	Technical Data – Withholding of Payment	(Mar 2000)
252.227-7037	Validation of Restrictive Markings on Technical Data	(Jun 2013)
252.232-7006	Wide Area WorkFlow Payment Instructions.	(May 2013)
252.242-7006	Accounting System Administration	(Feb 2012)
252.243-7002	Requests for Equitable Adjustment.	(Dec 2012)
252.245-7001	Tagging, Labeling, and Marking of Government-Furnished Property.	(Apr 2012)
252.245-7002	Reporting Loss of Government Property.	(Apr 2012)
252.245-7003	Contractor Property Management System Administration.	(Apr 2012)
252.245-7004	Reporting, Reutilization, and Disposal.	(May 2013)
252.246-7001	Warranty of Data-Basic.	(Mar 2014)

DFARS 252.232-7007 Limitation of Government's Obligation

(a) Contract line item(s) [REMOVED IN MODIFICATION PS14] is/are incrementally funded. For this/these item(s), the sum of [REMOVED IN MODIFICATION PS14] of the total price is presently available for payment and allotted to this contract. An allotment schedule is set forth in paragraph (j) of this clause.

(b) For item(s) identified in paragraph (a) of this clause, the Contractor agrees to perform up to the point at which the total amount payable by the Government, including reimbursement in the event of termination of those item(s) for the Government's convenience, approximates the total amount currently allotted to the contract. The Contractor is not authorized to continue work on those item(s) beyond that point. The Government will not be obligated in any event to reimburse the Contractor in excess of the amount allotted to the contract for those item(s) regardless of

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anything to the contrary in the clause entitled “Termination for Convenience of the Government.” As used in this clause, the total amount payable by the Government in the event of termination of applicable contract line item(s) for convenience includes costs, profit, and estimated termination settlement costs for those item(s).

(c) Notwithstanding the dates specified in the allotment schedule in paragraph (j) of this clause, the Contractor will notify the Contracting Officer in writing at least ninety days prior to the date when, in the Contractor’s best judgment, the work will reach the point at which the total amount payable by the Government, including any cost for termination for convenience, will approximate 85 percent of the total amount then allotted to the contract for performance of the applicable item(s). The notification will state (1) the estimated date when that point will be reached and (2) an estimate of additional funding, if any, needed to continue performance of applicable line items up to the next scheduled date for allotment of funds identified in paragraph (j) of this clause, or to a mutually agreed upon substitute date. The notification will also advise the Contracting Officer of the estimated amount of additional funds that will be required for the timely performance of the item(s) funded pursuant to this clause, for a subsequent period as may be specified in the allotment schedule in paragraph (j) of this clause or otherwise agreed to by the parties. If after such notification additional funds are not allotted by the date identified in the Contractor’s notification, or by an agreed substitute date, the Contracting Officer will terminate any item(s) for which additional funds have not been allotted, pursuant to the clause of this contract entitled “Termination for Convenience of the Government.”

(d) When additional funds are allotted for continued performance of the contract line item(s) identified in paragraph (a) of this clause, the parties will agree as to the period of contract performance which will be covered by the funds. The provisions of paragraphs (b) through (d) of this clause will apply in like manner to the additional allotted funds and agreed substitute date, and the contract will be modified accordingly.

(e) If, solely by reason of failure of the Government to allot additional funds, by the dates indicated below, in amounts sufficient for timely performance of the contract line item(s) identified in paragraph (a) of this clause, the Contractor incurs additional costs or is delayed in the performance of the work under this contract and if additional funds are allotted, an equitable adjustment will be made in the price or prices (including appropriate target, billing, and ceiling prices where applicable) of the item(s), or in the time of delivery, or both. Failure to agree to any such equitable adjustment hereunder will be a dispute concerning a question of fact within the meaning of the clause entitled “Disputes.”

(f) The Government may at any time prior to termination allot additional funds for the performance of the contract line item(s) identified in paragraph (a) of this clause.

(g) The termination provisions of this clause do not limit the rights of the Government under the clause entitled “Default.” The provisions of this clause are limited to the work and allotment of funds for the contract line item(s) set forth in paragraph (a) of this clause. This clause no longer applies once the contract is fully funded except with regard to the rights or obligations of the parties concerning equitable adjustments negotiated under paragraphs (d) and (e) of this clause.

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(h) Nothing in this clause affects the right of the Government to terminate this contract pursuant to the clause of this contract entitled “Termination for Convenience of the Government.”

(i) Nothing in this clause shall be construed as authorization of voluntary services whose acceptance is otherwise prohibited under 31 U.S.C. 1342.

(j) The parties contemplate that the Government will allot funds to this contract in accordance with the following schedule:

<ul style="list-style-type: none">• On execution of contract• \$ __As indicated in Section B of this Task Order document_____	
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SECTION J – LIST OF ATTACHMENTS

J.1 LIST OF ATTACHMENTS

Attachment	Title
A	COR Appointment Letter
A.1	Alternate COR Appointment Letter
A.2	ACOR_Becker
A.3	ACOR_Quick
B	Acronym List
C	OASIS Labor Categories
D	Incremental Funding Chart for CPAF (PS50)
E	Army C-IED Strategy
F	FORSCOM RAF Training Requirements
G	FORSCOM C-IED Home Station Training Program Strategy
H	Joint Requirements Oversight Council (JROC) review of C-IED Portfolio
I	Applicable Strategic C-IED Strategies, Directives, Guidance, and Validations
J	Problem Notification Report (PNR)
K	Trip Report
L	Army Regulation 350-1
M	Deliverable Acceptance-Rejection Report
N	Award Fee Determination Plan (AFDP) (Period 10)
O.1	DELETED (in PS11)
O.2	DELETED (in PS11)
O.3	DELETED (in PS11)
O.4	DELETED (in PS11)
O.5	DELETED (in PS11)
O.6	DELETED (in PS11)
O.7	DELETED (in PS11)
O.8	Revision 1, GTMP DD 254 Final_Kientz_White_Crowder - CO signed (600D) GTMP DD254 Addendums -Revision _2_22SEP17
P	Corporate Non-Disclosure Agreement (NDA)
Q	Government Furnished Property (GFP)
R	Travel Authorization Request (TAR) Template
S	Request to Initiate Purchase (RIP) Template
T	Korea SOFA Guide
U	TPOC Appointment Letter